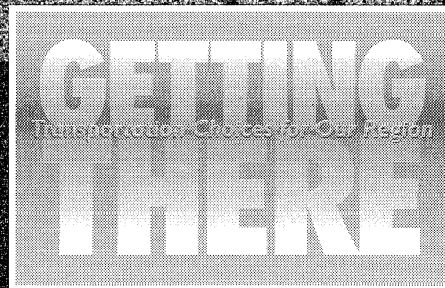# A System that Serves Everyone

Attracting Nontraditional Participants into the Regional transportation Planning Process

A Report on the
National Capital Region Transportation Planning Board's
Enhanced Public Outreach Project

December, 1996

GETTING
THERE

Metropolitan Washington Council of Governments
National Capital Region Transportation Planning Board

ABSTRACT

TITLE: **A SYSTEM THAT SERVES EVERYONE:** *ATTRACTING NONTRADITIONAL PARTICIPANTS INTO THE* **REGIONAL TRANSPORTATION PLANNING** *PROCESS*

A Report on the National Capital Region Transportation Planning Board's Enhanced Public Outreach Project.

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ABSTRACT: In **1995,** the National Capital Region Transportation Planning Board, the metropolitan planning organization for Metropolitan Washington, conducted a public outreach effort among low-income, minority and non-English-speaking residents. The Enhanced Public Outreach Project solicited information on transportation concerns in four target communities: a low-income **Latino** community in suburban Maryland; a predominantly low-income, African-American inner city neighborhood in the District of Columbia; students with limited English skills at an adult education program in a close-in Virginia suburb; and senior citizens attending county adult day programs in a remote suburb in Virginia. The project formed part of a larger transportation vision planning effort launched in **1995.** Federal Highway Administration funding allowed for a greater emphasis on the inclusion of groups that have not traditionally participated in regional transportation planning.

The project reached **350** persons at the four target sites through community brainstorming meetings, a traveling van exhibit, and questionnaires. Participants expressed similar concerns across all sites, with some variations in emphasis. Most would like to see improved bus service with extended hours. Other issues of concern include transit fares, pedestrian safety, and the need for better transit information.

The report includes lessons learned related to application of the outreach techniques used, as well as issues that arose in planning the overall approach, selecting target communities for outreach to nontraditional participants, and incorporating their concerns into an ongoing planning process. A **45-minute** videotape of edited footage of selected project activities was produced.

SUBJECTS: Citizen participation, low-income and minority participation, vision planning, brainstorming techniques.

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EXECUTIVE SUMMARY

Background

Public participation **and** input into regional transportation planning in the metropolitan Washington region, as in most major cities in the United States, has generally been dominated by middle-class, predominantly white citizens representing various interest groups. The Metropolitan Washington Council of Government's (COG's) Transportation Planning Board (the **TPB)** conducted a broad-based public outreach campaign in **1995** and **1996** to obtain more diverse citizen input for its long-range transportation vision planning process. The purpose of vision planning was to work toward consensus regarding the type of transportation system citizens would like for the region in the **21st** century, and how they would prefer to pay for it. Recognizing that a special effort would be needed to obtain input from groups that have traditionally not been involved in regional transportation planning, the **TPB** developed an "Enhanced Public Outreach Project" component of the initial outreach phase of the vision planning process. The **FHWA** provided support for the enhanced outreach effort.

Targeted Groups

The Enhanced Public Outreach Project targeted groups that traditionally have not been involved in the region's transportation planning process, including:

- low-income residents, many dependent on public transportation;

- minority and non-**English-speaking** residents; and

- senior citizens who depend on public transit, have limited incomes, or have mobility problems.

Project Approach

The project approach was to work with pilot communities in four specific geographic areas within the region with concentrations of residents having one or more of these characteristics:

- Langley Park, Maryland, a small, close-in suburban community with a growing concentration of **Latino** residents;

- **Anacostia** and Congress Heights, adjacent inner-city, predominantly low-income, African American communities in the District of Columbia;

- Arlington, Virginia, a close-in suburban community with a large concentration of immigrants, including Asians and many other groups;

- Prince William County, Virginia, a far suburban community, with a low-density auto-based development pattern that is creating mobility problems for many senior citizens and non-drivers.

The pilot community approach was chosen to ensure opportunities for in-depth involvement at locations convenient to participants.

Project Team: The **TPB** staff designed and administered the project. Outreach consultants were hired to conduct project operations in the targeted communities, with oversight and support from the **TPB** staff. One consultant, an African-American planning professional who lives in one of the targeted communities, was responsible for coordinating all of the enhanced outreach activities in the field; the other consultant, an expert in public outreach for community visioning projects, was responsible for designing the outreach activities and overseeing meeting facilitation for the entire *Getting There* program, including the Enhanced Public Outreach Project. The consultants compiled the ideas generated from the outreach, and staff documented the project results through this report and an accompanying video.

Objectives of the Enhanced Outreach Project

The Enhanced Outreach project had several objectives:

- *Inclusiveness:* to ensure that the transportation system proposed in the vision plan would truly "serve everyone," receive the broadest possible political support, and therefore have the best chance of becoming a reality;

- *New Ideas:* to tap new sources of ideas, so the greatest number of community suggestions could be brought to bear on challenging transportation issues;

- *Test Outreach Techniques:* to field test approaches to expanding public participation that might be effective in other metropolitan areas;

- *Comply with TPB Public Involvement Policy:* to help implement the **TPB's** public involvement policy, adopted in 1994 in response to the Intermodal Surface Transportation Efficiency Act (ISTEA), which states that the **TPB** will "seek opportunities to implement creative approaches" for reaching citizens not currently on the mailing list for the **TPB** newsletter. The policy also states that "it is the **TPB's** intent to make both its policy and technical process inclusive of and accessible to

all...stakeholders" in a "true collaborative planning process in which the interests of all of the stakeholders. ..are reflected and considered." Moreover, federal regulations require that metropolitan planning organizations (MPOs) such as the TPB "seek out and consider" the needs of low-income and minority households, among others.

Assessment of Success in Achieving Project Objectives

Inclusiveness: The project was highly successful in increasing the proportion of lower-income, minority, non-English-speaking, and elderly residents represented in the vision planning process. The 350 nontraditional participants represented over one-fourth of the residents reached through the public brainstorming process. Without the enhanced outreach project, input from the low-income Latino and other immigrant communities would have been minimal, and the relatively small numbers of elderly and African-American participants would have been predominantly middle-class.

New Ideas: The project was highly successful in obtaining ideas from portions of the population that otherwise would not have been tapped. The enhanced outreach brainstorming sessions accounted for 3 1 percent of the ideas expressed at brainstorming meetings around the region and for 19 percent of all ideas gathered during the initial outreach process.

The ideas of the nontraditional participants were often similar to those of mainstream participants, although the emphasis and rationale behind the ideas were often quite different. For example, environmental activists who traditionally participate in the regional transportation planning process advocate increased emphasis on pedestrian, bicycle, and transit facilities and other alternatives to auto use principally to avoid the environmental degradation caused by fuel emissions. Residents of the Latino community also placed emphasis on improved pedestrian, bicycle, and transit facilities, but their principal concerns were low-cost, convenient transportation. (Latinos were not unconcerned about pollution, but it generally was not the major reason for their ideas.) Contrary perhaps to expectations, the immigrants we spoke with were not eager to join our auto-dependent society; they would prefer to continue to travel in simpler ways that are common in their home countries than to experience the stress of driving in Washington traffic.

An understanding of differences in rationale for similar positions is important to regional consensus-building.

Here is a summary of the ideas gathered through enhanced outreach:

- Transit Service -- General Concerns

  Concerning transit service in general, enhanced outreach participants expressed interest in more bus routes, extended hours of service (evenings and weekends), greater frequency of service, and more closely spaced bus stops.

  At all sites except the senior centers, participants mentioned a desire for express bus service to outlying suburban employment areas such as the "edge city" of Tyson's Comer, Virginia.

- Transit Service Innovations

  Participants at all sites expressed interest in more customer-oriented, neighborhood-based transit service. In Langley Park, for example, residents would like shuttle bus service to local shopping centers, schools, and religious services.

- Transit Fares

  In addition to concerns that fares be more affordable and equitable, numerous participants expressed frustration with transfer costs and rush hour surcharges. Many stated that they would rather pay a flat fare each time they board the system. Taxi fares are another source of concern.

- Transit Information/Customer Service

  At all sites, residents expressed interest in improved transit information and customer service. Consolidated schedules and route maps were a frequent suggestion, with many participants suggesting that this information be available at bus stops. Other suggestions were clearer announcements in Metrorail stations, more information understandable in many languages, and more courteous and helpful transit personnel. Concerns about lighting and pedestrian conditions at both Metrorail stations and bus stops were universal.

- Pedestrian Conditions

  Pedestrian issues were similar to those raised in other parts of the region, with calls for speed limit enforcement, speed bumps, stop signs, improved pedestrian signals, sidewalk repairs, more clearly marked crosswalks, and refurbished school zone signs. Issues of pedestrian security arose more frequently in some of the enhanced sessions than elsewhere. In Langley Park, for example, participants suggested more street lights, increased police vigilance, and more bilingual police.

- Road Facilities

  While transit ideas were dominant, a variety of road concerns also arose at each enhanced outreach meeting. Suggestions included road **widenings,** turning signals, intersection improvements, better road maintenance, and better directional signs and street signs. Many immigrants mentioned the high stress they have experienced as drivers or passengers in the Washington area as a reason to continue using transit instead.

- Bicycle Facilities

  An unexpected finding was the strong interest on the part of Langley Park residents in seeing more bicycle lanes and trails in their area. A neighborhood social service organization has been selling bicycles, and, according to participants, many adult men have purchased them and would like to use them for basic transportation around the community, but find many of the roads unsafe.

- Equity Issues

  A few general statements indicated concern for social equity within the region or within the District of Columbia. For example, **Anacostia** residents would like the transit authority to recognize that "we count as ridership on this side of the river and are also important." Others voiced concern that older buses were being used on routes in this **low-**income African-American community, compared to those used in more affluent parts of the city.

Test Outreach Techniques: The enhanced outreach project used the same basic methods as the overall vision planning process, with some tailoring of these methods to the pilot sites where warranted.

Five basic outreach methods were used:.

- community brain storming meetings,

- a traveling van exhibit,

- a brochure,

- a postcard questionnaire, and

- a random telephone survey.

Community representatives were instrumental in determining which outreach methods and materials required tailoring and in advising project staff on how this could best be accomplished. Some lessons learned regarding project planning:

- *Personal familiarity:* It was extremely helpful to have a person familiar with each target community make the primary contact with community leaders.

- *No one is indispensable:* In a large metropolitan area, there are many ways to establish communication links. While the availability of personal contacts with community leaders and existing organizations proved critical in launching a timely and effective outreach effort, *no single organization or individual was indispensable in establishing communication links* with new participants. Prior to the outreach effort, staff members were advised that to reach grassroots individuals in some of the lower income communities, it would be necessary to win over key community figures who serve as "gatekeepers" to the communities. This model of communications proved to have little relevance for a limited exercise such as citizen brainstorming in an area with a large, diverse, and dynamic population.

- *Captive audiences have benefits:* Costs were lower and the lead time to arrange the sessions was shorter in outreach conducted with a "captive audience" -- groups that are already participating in an institution or attending a related event -- compared to that involving a wider community solicitation.

Tailoring the Community Brainstorming Meetings for Specific Communities: Based on earlier consultations with community leaders, the logistics for the meetings were somewhat different at each location:

- In Anacostia/Congress Heights, the brainstorming session took place on a Saturday morning in a high school followed by a sandwich lunch. Child care was provided.

- In Langley Park, the brainstorming session was conducted in Spanish with each presentation either in Spanish or translated by an interpreter. The session took place in a school gymnasium following a Sunday Mass regularly held there for members of the target community. Child care was provided.

- At the Prince William County senior centers, the brainstorming sessions formed an optional activity during the clients' day program.

- At the Arlington employment training center, the faculty worked the vision planning materials into their course curriculum over a two-week period.

Several observations arose concerning meeting publicity, logistics, and services for participants:

- *Sufficient Lead time* is necessary prior to scheduled community meetings to allow staff to meet with a variety of community groups to explain the project as well as to mount a thorough publicity effort. Where time is limited, smaller target areas might be defined or a series of smaller meetings might be substituted for a large-scale community event.

- Many *preliminary meetings* were required to plan each community brainstorming session.

- For the neighborhood-based meetings (as opposed to those in institutional settings), it was necessary to *compensate the cosponsoring organizations* for their involvement.

- Meeting *facilitation* and facilitator training were critical to the success of the brainstorming meetings, as *was language interpretation* for non-English speakers.

- *Offering food* was important as an ice-breaker and motivating factor for participants, and cosponsoring organizations appreciated the offer of a catered meal for their clientele or constituents.

- Based on the experience in several locations, *room acoustics* and the availability of *separate rooms* should be carefully considered prior to selecting meeting facilities. This is particularly true if small group breakout sessions are planned or participants include senior citizens or persons with limited English-speaking ability.

- In planning for photography or videotaping of community meetings in lower income communities, it is important to be sensitive to the fact that some participants may not be legal residents of the United States and will *not feel comfortable on camera.*

- Child care was offered for meeting participants at two sites. This proved beneficial.

Traveling van exhibit: The traveling van exhibit reached many nontraditional participants at neighborhood shopping centers, community fairs, and transit stations. At the enhanced outreach sites as well as elsewhere in the region, the van helped to publicize brainstorming meetings and elicit input from persons who might not choose to attend such meetings but were willing to fill out a brief questionnaire. Some lessons learned regarding use of the van:

- *Van not flexible:* Despite the apparent value of the approach, the traveling van exhibit did not prove to be as flexible as was initially hoped. Poor weather canceled several visits. Some shopping centers would not allow the van on their premises. Others required special authorization or insurance information that was extremely time-consuming to obtain. This limited the ability to send the van out on short notice to local events.

- *Van was costly:* The van also was a more costly technique than originally projected. With a rental van, for example, drivers were required to be over age 25, which meant that entry-level employees or student interns generally could not be employed to staff the van.

- *Portable display was an effective alternative*: An alternative that was more flexible and far less costly was the use of a portable display mounted on easels.

Focus Groups: Focus groups or other small, informal discussions should be given a high-priority in future public outreach to low-income and minority communities.

In the spring of 1996, project consultants met again with representatives of three of the four target communities to "market test" some of the specific proposals the task forces were considering. At each location, the participants included persons who had served as facilitators for the earlier brainstorming meetings and were familiar with the goals of the project.

- *Focus groups provide useful details*: The focus groups provided a useful contrast with the other outreach techniques and gave rise to a more complete picture of some of the underlying reasons for the concerns and suggestions offered during the brainstorming process. The sessions were also more effective than brainstorming in helping to counteract cultural biases and stereotypical thinking about the needs of low-income persons.

- *Focus groups draw out reasons for opinions:* The focus groups also showed that low-income residents may favor the same policies as middle-class residents but for different reasons. Not only the opinions, but the underlying reasons must be taken into account to design meaningful transportation strategies for these communities.

Lessons Learned About Planning an Outreach Campaign: Several observations concerning the overall planning for the outreach effort may be of interest to organizations contemplating. such a project.

- *Level of involvement:* Based on the TPB's experience, it is much easier to find participants for one-time or occasional community events such as a brainstorming or focus group than for ongoing participation in a task force.

- *Community involvement in plans **for** outreach:* Community involvement in tailoring the participation methods to the particular site was very important. For example, community groups provided very useful advice on the tone and content of meeting fliers, the best times and locations for meetings, the special assistance participants might need, etc. But follow-up with community groups was necessary, as some groups would assume responsibility for more tasks than they had the capacity to handle. For example, some community groups volunteered to handle publicity for the meetings but did not have enough staff and resources to do a thorough job.

- *Importance **of** open-ended discussions* : In a broad-based process such as vision planning, there is no substitute for face-to-face conversations -- whether interviews, focus groups, or other informal discussion sessions -- that allow for open-ended discussion with average individuals, especially when dealing with people and issues not well known to the planning organization. Larger community meetings were valuable to set the stage and provide a more inclusive opportunity for involvement, but they were not sufficient to provide a full understanding of community concerns.

- *Literacy and writing skills* - Literacy rates should be considered in planning outreach activities with low-income or immigrant groups.

*Comply with **TPB** Public Involvement Policy:* The Enhanced Public Outreach Project represented a first step toward broadening the reach of the **TPB's** public participation outside the ranks of the mainstream middle class.

Obstacles such as community apathy or frustration due to poor past experiences with transportation agencies or other public officials, communications obstacles such as the prevalence of technical jargon in the **MPO** process, and difficulty relating to a long-range planning perspective could make it far more difficult to enlist such groups in a more permanent involvement in the regional process.

To build on the enhanced outreach 'project, help create a sense of trust, and enlist ongoing involvement, it will be important for these new participants to see some concrete, short-term results, a challenge for the vision planning process and future regional transportation plans.

1. BACKGROUND

Context: Relationship to Vision Planning

Public participation and input into regional transportation planning in the metropolitan Washington region, as in most major cities in the United States, has generally been dominated by middle-class, predominantly white citizens representing various interest groups. The Metropolitan Washington Council of Government's (COG's) Transportation Planning Board (the TPB) conducted a broad-based public outreach campaign in 1995 and 1996 -- the most ambitious in the organization's history -- to obtain more grassroots citizen input for its long-range transportation vision planning process. The purpose of the vision planning process was to work toward consensus regarding the type of transportation system citizens would like for the region in the 21st century, and how they would prefer to pay for it. In 1995, when vision planning was launched, the region faced a forecast 75 percent increase in traffic over the long-term planning period (to 2020), and very restricted revenues for construction of new transportation facilities.

Recognizing that a special effort would be needed to obtain input from groups that have traditionally not been involved in regional transportation planning, the TPB developed an "Enhanced Public Outreach Project" component of the initial outreach phase of the vision planning process. The FHWA provided support for the enhanced outreach effort. One important project goal was to field test outreach methods that might be applicable in other regions of the nation and to document lessons learned for the benefit of transportation planning public outreach personnel working elsewhere.

The Enhanced Public Outreach Project funding was provided to expand the scope of the outreach planned for Phase I of the vision planning process, which was conducted under the campaign name of *"Getting There."* Phase I outreach activities were designed to document residents' ideas regarding how to improve the transportation system. Activities included community brainstorming meetings, a traveling van exhibit, and a questionnaire and telephone survey. This report documents how the activities conducted under the mainstream Phase I program were modified to reach the nontraditional participants. Since the Enhanced Public Outreach Project formed an integral part of vision planning, enhanced outreach activities were designed to dovetail with the main effort, using the same principles and methods but tailoring them where necessary to the individual sites chosen for outreach.

In Phase II, three citizen task forces were formed to review the input received in Phase I and develop future transportation scenarios. Membership in the task forces was open; anyone could join. The task groups consisted of residents from widely varying backgrounds. It was hoped that the Enhanced Public Outreach Project would encourage nontraditional participants to participate in the task forces, but only a small number did so. The groups met regularly for a six-month

period, producing their final scenarios in June 1996. Many of the ideas that came forward from the nontraditional participants have been included in the task force reports. For Phase III, the Transportation Planning Board has formed a Steering Committee to consider the completed scenarios and determine the next steps in developing and implementing the vision plan.

All outreach activities were coordinated by the **TPB** and a team of consultants, which included specialists in public participation and a local consultant well known in some of the inner city neighborhoods involved. Figure 1 illustrates the sequence of activities in the vision planning process as a whole, showing the relationship of the enhanced outreach to the overall effort. More detail on these activities can be found in Section 2.

The vision planning process and the enhanced outreach in particular enlisted the involvement of many residents who previously were unfamiliar with regional transportation planning institutions and issues. It helped involve people of many backgrounds who had not been reached by more conventional channels such as the **TPB**'s public forums, Citizens' Advisory Committee and monthly newsletter. *Getting There* is the **TPB**'s largest effort to date to conduct face-to-face outreach with the general public as well as less empowered groups. Thus during the enhanced outreach process the **agency** was on a learning curve in both respects.

Project Design

Targeted Groups: The Enhanced Public Outreach Project targeted groups that traditionally have not been involved in the region's transportation planning process, including:

- low-income residents, many dependent on public transportation;

- minority and non-English-speaking residents; and

- senior citizens who depend on public transit, have limited incomes, or have mobility problems.

Project Approach: The project approach was to work with pilot communities in four specific geographic areas within the region with **concentrations** of residents having one or more of these characteristics:

- Langley Park, Maryland, a small, close-in suburban community with a growing concentration of **Latino** residents;

  Anacostia and Congress Heights, adjacent inner-city, predominantly low-income, African American communities in the District of Columbia;

Figure 1
Sequence of Activities in Vision Planning Process

Phase I	Phase II	Phase III
Public Outreach	Develop Alternative Scenarios	Development of Consensus Vision

General Public
8 Brainstorming
Sessions
Vision Van
Questionaire &
Survey

Enhanced Outreach
5 Sites
Questionaire &
Survey

2200 Ideas

All day conference integration of ideas/ creation of summary statements

Summary Statements

3 Task Forces empahize different objectives

Quality of **Life**

Access to Opportunities

Economic Prosperity

Supplemental focus groups at 3 pilot sites

Vision Planning
Steering
Committee
review of
Task Force
reports & other
studies

Public Forum

TPB agrees on proposed Vision Plan

Public Outreach

TPB approves refined VisionPlan

Fall 1995   Winter 1995   Spring 1996   Fall 1996   Winter 1997 Spring 1997   Summer 1997   Fall 1997

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- Arlington, Virginia, a close-in suburban community with a large concentration of immigrants, including Asians and many other groups;

- Prince William County, Virginia, a far suburban community, with a low-density auto-based development pattern that is creating ever-increasing mobility problems for senior citizens and other non-drivers.

The pilot community approach was chosen to ensure opportunities for in-depth involvement at locations convenient to participants.

Objectives of the Enhanced Outreach Project

The Enhanced Outreach project had several objectives:

- *Inclusiveness:* to ensure that the transportation system proposed in the vision plan would truly "serve everyone," receive the broadest possible political support, and therefore have the best chance of becoming a reality;

- *New Ideas:* to tap new sources of ideas, so the greatest number of community suggestions could be brought to bear on challenging transportation issues;

- *Test Outreach Techniques:* to field test approaches to expanding public participation that might be effective in other metropolitan areas;

- *Comply with TPB Public Involvement Policy:* to help implement the TPB's public involvement policy, adopted in 1994 in response to the Intermodal Surface Transportation Efficiency Act (ISTEA), which states that the TPB will "seek opportunities to implement creative approaches" for reaching citizens not currently on the mailing list for the TPB newsletter. The policy also states that "it is the TPB's intent to make both its policy and technical process inclusive of and accessible to all...stakeholders" in a "true collaborative planning process in which the interests of all of the stakeholders.. .are reflected and considered. " Moreover, federal regulations require that metropolitan planning organizations (MPOs) such as the TPB "seek out and consider" the needs of low-income and minority households, among others.

2. ENHANCED OUTREACH METHODS

The enhanced outreach project used the same basic methods as the overall vision planning process, with some tailoring of these methods to the pilot sites where warranted.

Community representatives were instrumental in determining which outreach methods and materials required this tailoring and in advising project staff on how this could best be accomplished.

Baseline Outreach Methods for Vision Planning

Phase I of the vision planning process utilized five basic outreach methods:

- community brainstorming meetings,

- a traveling van exhibit,

- a brochure,

- a postcard questionnaire, and

- a random telephone survey.

These approaches were linked to form a coordinated campaign. For example, traveling van staff were responsible for distributing questionnaires and helping to publicize the brainstorming sessions. Brochures describing the process and key issues to be decided were widely distributed with mailback questionnaires inside, and telephone survey questions closely matched the questionnaire to allow for comparisons. Phase I culminated in a day-long facilitated conference open to all in which participants created summary statements using the public input received.

The TPB sponsored 13 community brainstorming meetings throughout the region. Eight of these were geared for the general public and five were conducted under the enhanced portion of the project. The traveling exhibit and questionnaire were used in both portions of the project, and the random telephone survey was designed to ensure full representation of low-income and minority households with telephone service.

Pilot Communities for Enhanced Outreach

The Washington metropolitan area is so large that any meaningful face-to-face outreach effort with citizens demands some geographic selectivity. The region encompasses 4 million inhabitants in seven counties spread across two states and the District of Columbia, covering

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more than 4,000 square miles. Those residents targeted by the enhanced outreach effort constitute a large proportion of the total population, and like the population in general are spread out over many miles. For example, one-third of all residents are non-white. There are over 1 million black residents, over 200,000 Hispanic residents and nearly one-quarter million residents below the poverty level. More than 300,000 residents are over 65 years of age.

Due to the size of these groups and the region's huge scale, staff chose to focus project resources on specific geographic target areas with concentrations of nontraditional participants. The use of selective geographic targets allowed staff and consultants to travel to each of the communities for repeated preparatory meetings, to observe and get to know some of the features of the community, and to hold all outreach events at the locations most convenient to the participants.
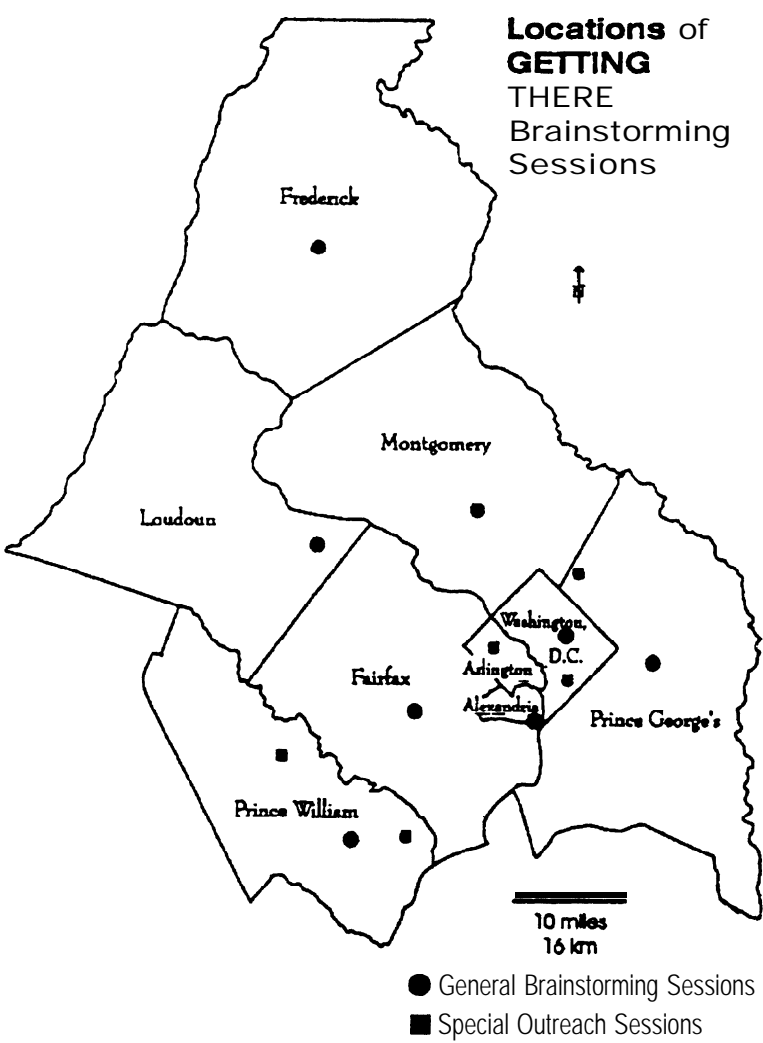
The target areas were chosen to ensure inclusion of the specific groups described in Section 1 and to represent urban, inner suburban and outer suburban locations in the region's three principal political jurisdictions (the District of Columbia, Maryland and Virginia). In addition, since lead time was limited, staff tried to focus on areas served by identifiable organizations known to staff to help expedite the outreach activities. The resulting pilot locations included a predominantly low-income, close-in suburban community with a significant **Latino** population, a predominantly low-income inner city African American community, a multilingual employment training center in a close-in suburb, and senior center participants in a far suburban county. (Figure 2)

The use of geographic target areas was consistent with the overall approach for the *Getting There* process, which also focused activities at selected locations due to the region's size. The eight "mainstream" community brainstorming meetings, for example, provided coverage of the major jurisdictions but did not put a meeting in each resident's backyard. Similarly, the van made appearances in most jurisdictions but only a certain number of town centers and shopping malls could be included. The mainstream outreach strategies also reached a number of nontraditional participants outside these target areas. For example, community brainstorming meetings throughout the region drew persons who depend on public transit, and the traveling van visited locations such as soup kitchens, transit stations and shopping centers in a variety of mixed-income communities.

Langley Park, Maryland: Langley Park, Maryland is a small, close-in suburban community in Prince George's County with a growing concentration of **Latino** residents, many of whom are very recent immigrants to the United States. The community includes many low-income persons who depend on bus service. There is no Metrorail station in the immediate area and pedestrian conditions are poor. Many adults are domestic workers or day laborers with limited literacy in any language. Their travel patterns may vary from day to day and involve multiple bus transfers. At the time the community was selected for this Project, Langley Park had been the subject of a recent comprehensive community needs assessment undertaken by a community

planning studio at the University of Maryland which addressed transportation needs in some
detail, providing Project staff with useful background.

Figure 2:

Locations of GETTING THERE Brainstorming Sessions

● General Brainstorming Sessions
■ Special Outreach Sessions

Anacostia/Congress Heights, District of Columbia: Anacostia and Congress Heights are adjacent inner-city communities east of the Anacostia River in the District of Columbia. These predominantly low-income, African-American communities have long experienced the effects of geographic isolation from the rest of the city and region. They include some of the poorest residents of the region, as well as many senior citizens of long-standing residence in their communities. The communities have a history of activism on behalf of residents' transportation concerns. For instance, when the Washington Metropolitan Area Transit Authority opened the Anacostia Metrorail station in December 1991, it rerouted area buses toward the Metro station and cut back direct bus service to downtown Washington, forcing residents to transfer from bus to rail and pay a higher total fare for the same trip they had been able to make by bus previously. The community opposed these changes and won a concession of lower fares on their new feeder bus routes, but many residents have a sense of distrust of transportation agencies following this and other experiences.

Arlington Employment and Education Center, Arlington, Virginia: The Arlington Employment and Education Center, is an adult education program of the Arlington County Schools serving a close-in suburban area. The Arlington Center teaches English as a second language in a variety of settings and assists with employment-related needs of refugees, immigrants and foreign students from over 30 different countries. The program serves several hundred students each semester. The Arlington Center was selected to represent a community of immigrants with limited English skills and relatively low incomes. As adult students, many of whom also work, program participants also represent the growing group of area residents with complex travel patterns due to their multiple roles.

Prince William County Senior Centers, Manassas and Woodbridge, Virginia: Senior citizens in day programs of the Prince William County Agency on Aging formed the final pilot group for enhanced outreach. This group, which included the clients of a senior center in Manassas and another in Woodbridge, Virginia, was selected to represent the emerging elderly suburban population of the region that includes many persons who cannot drive or have physical disabilities or limited incomes. In contrast to the other enhanced outreach sites, this site also represents the region's most rapidly growing tier of "far suburban" communities, where due to low-density auto-based development patterns, the issue of providing mobility for non-drivers will take on new significance in the future.

Initial Consultations with Community Leaders

At each pilot site, the Enhanced Outreach process began with a series of consultations with community leaders and organizations. As described below, the consultations were used to plan subsequent outreach activities, including the community brainstorming meetings, van visits, questionnaires and publicity.

An African-American consultant with extensive knowledge of several of the target communities made initial contacts, conducted the consultations, and coordinated the logistics for all of the enhanced outreach activities. His work was coordinated closely with the outreach consultant responsible for the *Getting There* program.

At each location, project consultants met with community leaders and worked with existing organizations to develop a strategy for involving people in outreach activities. The intent was to find entities that could serve as "brokers" of the visioning process, creating a sense of ownership of the process within the community. These initial meetings were also used to plan the community brainstorming sessions described below and to begin the outreach process by identifying transportation-related concerns of the community leaders.

Langley Park: In Langley Park, consultants held initial meetings with representatives of a social service organization, CASA de Maryland; St. Camillus, a nearby church that provides services for members of the target community; a nascent community organization, ECO (Entidad Civica y Organizacional de Latinos en Langley Park); an urban planning professor with an active graduate studio project in the community; and several local officials. A bilingual intern accompanied consultants and staff to meetings of the ECO group which were conducted in Spanish. After some deliberation, this group agreed to cosponsor the community brainstorming meeting in Langley Park and formed a subcommittee to plan the meeting. The ECO group also helped to critique a proposed Spanish version of the outreach questionnaire and developed two bilingual meeting fliers.

Anacostia/Congress Heights: In Anacostia, an initial consultation took place with 12 attendees representing a variety of civic and neighborhood organizations. The group agreed to serve as an ad hoc advisory committee for the project, with the lead cosponsoring organization being the Anacostia Coordinating Committee (ACC). This umbrella organization is well recognized in the community for its past role in transportation and other issues. Several additional planning sessions were held with the advisory group. In one session, the group reviewed the brochure and meeting flier designed for the overall project and suggested revisions to these materials for use in Anacostia, as described later on. During the planning process, the Board of Directors of the ACC also asked that the target area for the outreach be expanded to include the Congress Heights community adjacent to Anacostia, which was done. The advisory group also recommended against scheduling an evening meeting, since senior citizens in the community were known to be very concerned about their security after dark. For this reason, a Saturday morning meeting time was selected.

The Anacostia group also planned a division of responsibilities for the community brainstorming meeting, including a cosponsorship arrangement and an informal "contract" with a youth organization to distribute fliers and questionnaires to schools, churches, public housing and

libraries. A direct mail strategy for publicizing the brainstorming session was also planned and implemented and a letter of invitation drafted.

Arlington: In Arlington, the project consultant initially attended a neighborhood meeting in the predominantly Asian community of Columbia Heights West and attempted to explain the project with the assistance of five translators from the community, but was unable to determine their level of interest in participating due to the language difficulty. A subsequent meeting with the director and 12 teachers of the Arlington Center program described earlier was more fruitful, in part because the language problems were easily overcome by designing the program within the context of a language school. The director and teachers agreed to participate in the project and to develop a lesson plan for classroom brainstorming sessions prior to a program-wide community brainstorming meeting. Project information and the questionnaire were to be translated into several languages and the students would be asked to interview their friends and relatives as part of the exercise. A facilitator training session was also arranged.

Prince William County: In Prince William County, initial consultations were held with representatives of the county executive, county transit agency, the Area Agency on Aging (AOA) and the Association of Retired Persons (ARP). The AOA was very supportive of the project's objectives and willing to arrange for brainstorming meetings at each of its two large senior centers.

Lessons Learned About Identifying Target Groups and Making Initial Contact: Any form of special outreach to nontraditional participants must by definition involve efforts to define and locate the populations to be approached. In a large metropolitan region with finite outreach resources, and in the context of an open-ended exercise such as vision planning, the use of selective geographic targets was essential to provide for anything more than superficial contact with random individuals. The following observations pertain to the selection, or definition, of the target groups and the identification of community organizations willing to participate in the outreach effort. Some of the observations are most relevant for long-range planning in other large regions, where geographic targets may be necessary. Other points may have broader applicability to smaller regions or to project planning, where targets may instead be determined by the project study area.

•   *Personal familiarity* - It was extremely helpful to have a person familiar with each target community make the primary contact with community leaders. For example, in Anacostia, the project consultant was well known to the community and its organizations as a former city planning director, a familiarity that was instrumental in gaining their cooperation with very little lead time. Similarly, in Langley Park, a community planning professor with an ongoing studio project and a high degree of trust in the community introduced project staff to the leaders of local organizations that were critical in launching the outreach effort. (The availability of a recent transportation needs

assessment conducted by the planning studio also helped orient project staff to the community and helped in designing appropriate outreach activities.) The lack of community connections such as these in Arlington and in Prince William County made it more difficult to initiate the outreach in those communities and resulted in the decision to focus the outreach on specific target groups and institutions with a captive audience rather than entire neighborhoods. An early attempt to engage a predominantly Asian, multi-language community by combining the outreach effort with an ongoing municipal planning effort that had very different objectives proved unsuccessful.

- *In a large metropolitan area, there are many ways to establish communication links* - The opportunities available for outreach to nontraditional participants are diverse and the principal limitations are those of time and resources. While the availability of personal contacts with community leaders and existing organizations proved critical in launching a timely and effective outreach effort, *no single organization or individual was indispensable in establishing communication links* with new participants. Prior to the outreach effort, staff members were advised that to reach grassroots individuals in some of the lower income communities, it would be necessary to win over key community figures who serve as "gatekeepers" to the communities. This model of communications proved to have little relevance for a limited exercise such as citizen brainstorming in an area with a large, diverse, and dynamic population.

- *Outreach with a "captive audience"* - Costs were lower and the lead time to arrange the sessions was shorter in outreach conducted with a "captive audience" -- groups that are already participating in an institution or attending a related event -- compared to that involving a wider community solicitation. Such groups -- in this case adult students in an urban setting, senior center participants in a remote suburban setting, and members of a religious congregation in a **Latino** neighborhood -- also have a built-in cohesiveness that may help facilitate small group work. The obvious shortcoming of this approach is that it is less inclusive than widely publicized outreach events or other techniques targeted more broadly at whole neighborhoods: a trade-off to be made in any type of outreach effort.

- *Neighborhood vs. areawide outreach* - A related contrast is that between **neighborhood-**based groups and groups drawn from larger areas such as county programs. Staff noted a significant difference in the input provided by the two immigrant groups, the Langley Park **Latino** community and the foreign language school. The foreign language school students as a group offered more comprehensive, broadly applicable suggestions, while in Langley Park more of the remarks were limited to concerns about specific intersections and bus routes. One reason may be that the students were together with their peers from a much wider area, and had to generalize from their own particular situations to engage in a dialogue. The students also were a more heterogeneous group

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of immigrants. While consultants and facilitators considered locally-oriented input just as valid as more general comments, in a large regional context, those comments that indicated an abstract understanding may have been more readily "heard" by mainstream participants than those that appear more parochial. Site-specific comments may also require staff interpretation to be comprehensible by participants from other locations. This distinction between abstract and site-specific concerns might be less important, or even irrelevant, in a narrower project planning context.

- *Size of target community affects project costs* - The size of a target community also has some implications for the cost of an outreach effort and for the logistics involved in planning and publicizing outreach events. For example, in **Anacostia,** adding the adjoining community of Congress Heights had the effect of doubling the geographic area and size of the target population as well as adding more low-income and elderly households to the target area. This change made the logistics for a community brainstorming meeting covering the whole area quite unwieldy. The greater economic diversity of the resulting target area, which spanned the range from moderate-income homeowners to public housing tenants and homeless persons, may also have lessened some peoples' motivation to participate. On the other hand, despite **lower-than-**anticipated turnout, the **Anacostia** meeting was quite effective in raising a variety of issues important to each community.

**Tailoring Publicity and Meeting Materials
to Nontraditional Audiences**

A coordinated set of materials was developed to publicize the *Getting There* campaign. They included a color brochure, meeting announcements, and display panels. The brochure outlined the purpose of *Getting There;* and included a series of captioned images arranged around a map of the region, each designed to convey a timely issue for consideration in vision planning. A fuller presentation of the issues touched on in the brochure also was made available in magazine format.

Some of these materials were modified or augmented for use in the enhanced outreach communities. English-Spanish versions of the van display panels were prepared for use in Langley Park (Appendix A) and individual meeting fliers were created for the two neighborhood-based sites, Langley Park and **Anacostia/Congress** Heights. In Langley Park, the cosponsoring organization rejected a staff proposal for a meeting flier and devised its--own bilingual fliers (see Appendix **B).** In **Anacostia,** the advisory group worked with the project consultant to create a message aimed at local residents. The main message selected was "Don't get caught at the back of the bus when it comes to your community's future." (Residents chose this message over another proposed phrase, "If you don't play, you can't win.") Following meeting information and a notice about the provision of food and child care, an additional

message read "Put your voice and your thoughts in the driver's seat. We want your face in the place!" (see Appendix C).

The **Anacostia** advisory group also reviewed the *Getting There* brochure and suggested substitute language for use in the **Anacostia** location. Group members suggested removing detailed photo captions describing such issues as aging infrastructure, highway investment choices, land use planning, and the problem of declining Federal aid for transportation. Instead, they proposed adding new photos and shorter captions focused on issues of greater local concern. Suggested captions included "Better Mass Transit," "More Bus Stops," "More Routes," "Bus and Metrorail Connections," and "Less Traffic on Streets." Unfortunately, time constraints prevented production of the revised brochure. (Figure 3)

Publicizing the Community Brainstorming Meetings

At both of the neighborhood-based outreach sites, the cosponsoring organizations assumed responsibility for and were paid for publicizing the community brainstorming meetings using the materials provided by project staff and consultants. In Langley Park, publicity efforts were primarily concentrated within the informal network of the **ECO** group and church congregation whose members were recruited to participate following Sunday Mass, although fliers were also distributed from the van. In **Anacostia,** a major publicity effort was planned but its implementation was incomplete. Meeting fliers were posted by participating organizations, but apparently not in the quantities initially planned. A mass mailing of approximately 1,000 letters of invitation with fliers occurred only four days prior to the meeting. The publicity campaign was further stymied by a federal government shutdown. The **Anacostia** Metrorail station was to have been the focus of a major publicity campaign for the week prior to the meeting and the publicity subcommittee had arranged to distribute fliers to passengers there during rush hours. However, the federal shutdown resulted in very low transit ridership for the entire week and the opportunity to reach this key group of residents was greatly diminished.

Community Brainstorming Meetings

Purpose: Community brainstorming meetings formed the linchpin of the outreach process at each Enhanced Public Outreach Project pilot site, as they did for all of the *Getting There* campaign. Project consultants chose the brainstorming approach based on their experience in other areas, which has shown that beginning a process with a broad pool of citizen-generated ideas helps maximize the opportunity to build consensus.

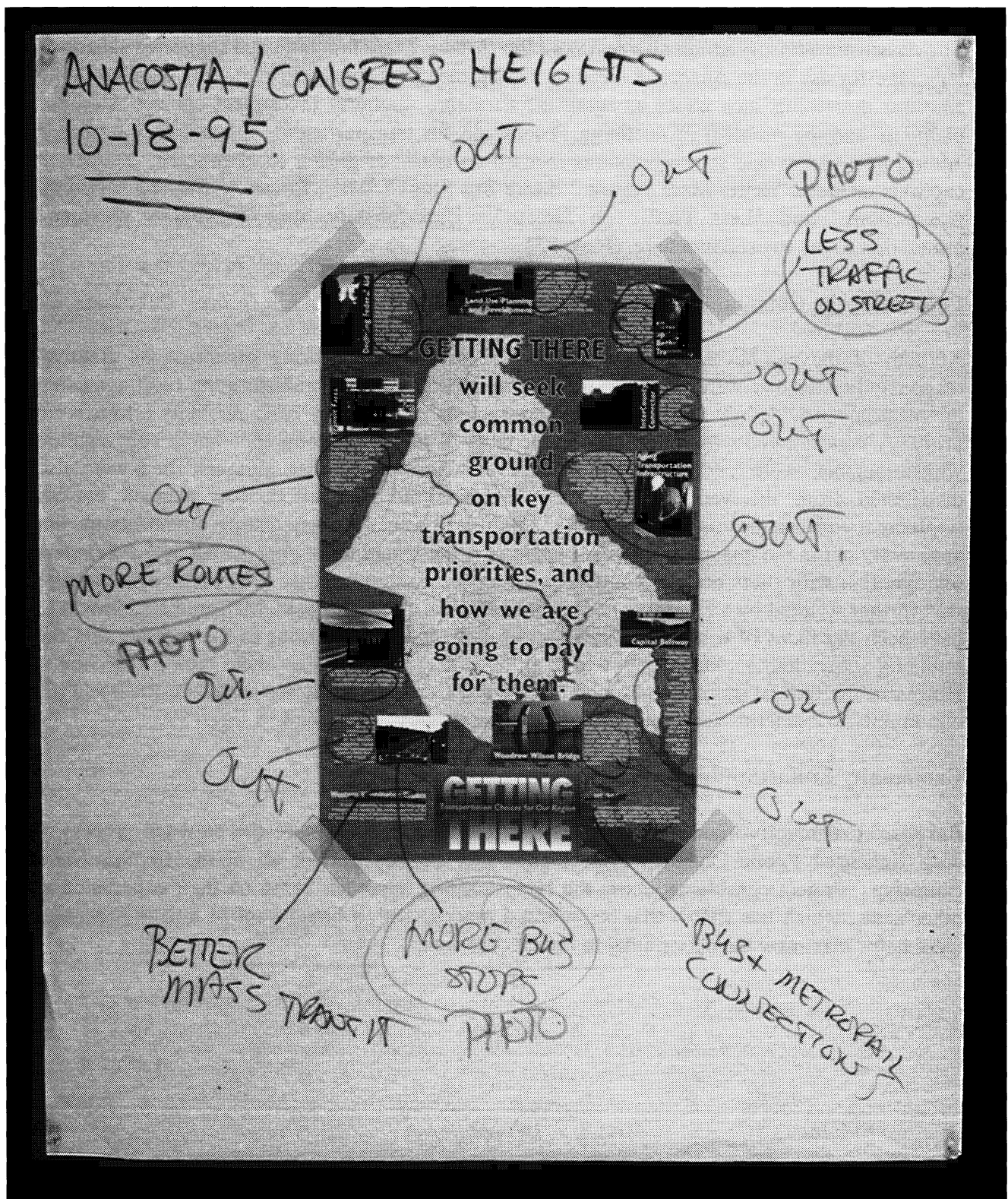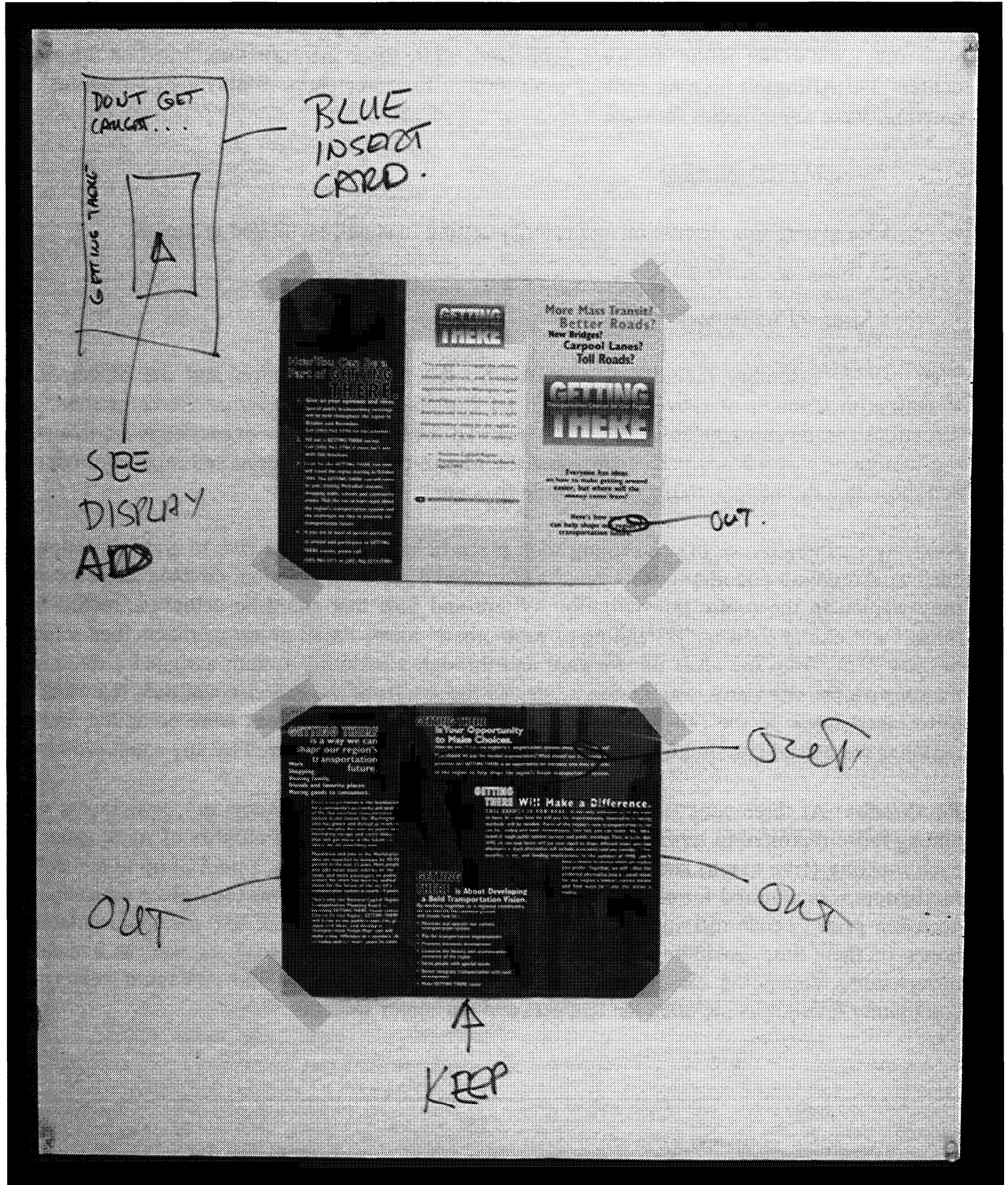**Figure 3: Anacostia Brochure mark-up**

Figure 3: Anacostia Brochure mark-up

Meeting Format: In general, the meetings were about 2 1/2 hours long and the participation target was 50 persons. The brainstorming meetings held at the two neighborhood-based pilot sites were open to the public and were publicized, while those institutionally based (at the senior centers and Arlington training center) were limited to center users. With minor variations, the meetings were organized as follows:

- Assembly (20 minutes)

- Idea generation, discussion and priority-setting in small, facilitated groups
(1 hour and 45 minutes)

- Closure (15 minutes)

The opening assembly included a welcome by the host organization and the Metropolitan Washington Council of Governments, a brief explanation of the *Getting There* process, and directions for the subsequent small group work. To avoid raising false expectations, at this point the facilitator also warned participants that the improvements they discussed might not happen, and those that did happen might take a while to occur.

Next, idea generation or brainstorming took place in small groups of five to eight participants, each working with a facilitator to answer a prepared discussion question, develop ideas for what they wanted in the future transportation system and how that could be achieved, record their ideas, and clarify their understanding of each others' ideas. Small group members then selected priority items from the ideas put forward and through a balloting system assigned a ranking to the top five priority items. Facilitators reviewed the results of the exercise and then reported the top-ranked items to the full assembly to close the meeting. All ideas were compiled and the rankings were used later in the process to highlight those items preferred by any small group.

Facilitation: At three sites (all those except the senior centers), community participants were among those recruited to serve as facilitators. Due to the anticipated number of small groups at each meeting (five to ten) and the complexity of their assigned tasks, a pool of up to ten trained facilitators was required for each meeting. Facilitator training sessions took place on a separate occasion prior to each meeting. Most facilitators received a stipend of $50 for approximately 5 hours of their time (including the training session and brainstorming), as well as a meal or refreshments depending on the time of the training session. At the Arlington center, the community facilitators included ten teachers and ten senior students.

The facilitator training sessions provided an additional opportunity to test and refine the approach selected for each site. For example, at each location consultants asked the facilitators to choose between two versions of a question used to start the brainstorming process. The first wording was designed to inspire participants to think far into the future and stay away from current problems and issues. It encouraged them to think of a possible end-state, before thinking about strategies on how to get there. A second version focused participants on current issues before asking them to think about the far future. In the enhanced outreach communities, most facilitators chose the present-oriented wording. They felt that because of the pressing transportation needs in their communities, a current issues focus would better grab participants' attention, get more specific responses, and produce a higher degree of participant satisfaction.

Tailoring the Community Brainstorming Meetings for Specific Communities: Based on earlier consultations with community leaders, the logistics for the meetings were somewhat different at each location:

- In **Anacostia/Congress** Heights, the brainstorming session took place on a Saturday morning in a high school followed by a sandwich lunch. Child care was provided.

- In Langley Park, the brainstorming session was conducted in Spanish with each presentation either in Spanish or translated by an interpreter. The session took place in a school gymnasium following a Sunday Mass regularly held there for members of the target community. Child care was provided.

- At the Prince William County senior centers, the brainstorming sessions formed an optional activity during the clients' day program.

- At the Arlington employment training center, the faculty worked the vision planning materials into their course curriculum over a two-week period. To begin the exercise, students first interviewed friends and relatives about their transportation. Initial brainstorming sessions were conducted in students' native languages in a classroom setting. A community-wide exchange conducted in English followed the classroom sessions. Prior to the community-wide meeting, the consultants grouped all the initial ideas generated-into four thematic categories (i.e., "Transit Fares," "Transit Information," etc.). At the community brainstorming, each participant had an opportunity to "vote" for one favorite idea in each of the four categories by placing a colored dot sticker next to it. This modification to the ranking process both simplified the exercise for the English language meeting and allowed the student community as a whole to identify its **top-**ranked ideas in each category.

Videotaping: The sessions in **Anacostia** and Prince William County were videotaped. The others, which involved immigrants, were not videotaped to protect the confidentiality of any participants who may not have been legal residents of the United States, but a follow-up meeting with teachers and group leaders at the employment training center was taped. A **45-minute** tape of the edited raw footage has been prepared to accompany this report. The tape includes footage from subsequent meetings of the *Getting There* task forces and the June **1996** meeting of the **TPB,** where the ideas gathered in the Enhanced Public Outreach Project were mentioned. (Appendix **D).**

Lessons Learned From Community Brainstorming Meetings: At all four enhanced outreach sites, the community brainstorming meetings were successful in engaging the participants and bringing forth a variety of concerns and suggestions. Most community brainstorming participants appeared to be actively engaged in the **sessions** and many appeared to find the experience interesting.

The adult students at the Arlington Education and Employment Center and the **Anacostia/Congress** Heights residents appeared especially engaged and on the whole seemed both more interested in and comfortable with the process than the other two groups. Several factors may be responsible for this difference: higher educational levels (in contrast to Langley Park); the encouragement provided by facilitators personally known to them (the teachers and senior students at the Arlington Center and community-based facilitators in **Anacostia)** in contrast to primarily outside facilitators in Langley Park and Prince William County; and superior meeting facilities with good lighting and acoustics and separate rooms for breakout sessions. (Individual classrooms were available for the **Anacostia** and Arlington meetings. In contrast, the Langley Park meeting was held in a poorly lit school gymnasium and the Prince William sessions in senior center dining rooms with poor acoustics.) Readers may wish to view the videotape accompanying this report to better understand the observed differences (Appendix **D)**.

In a discussion following the Arlington Center brainstorming, a teacher-facilitator offered the assessment that the students found it to be a good experience. Another remarked that this participatory process was interesting for new Americans. However, several commented that the students were confused- by a particular exercise used in the initial classroom brainstorming sessions. The exercise involved a ranking of participants' preferred ideas using a numbering system and index cards. (The method also appeared to confuse some of the senior citizens.) The teachers suggested having the group work through an example, preferably using material unrelated to the exercise, prior to the idea ranking process. A simpler ranking process could also be devised. This discussion was videotaped and portions appear on the videotape accompanying this report (Appendix **D).**

Several observations also arose concerning meeting publicity, logistics, and services for participants:

- Sufficient lead time is necessary prior to scheduled community meetings to allow staff to meet with a variety of community groups to explain the project as well as to mount a thorough publicity effort. Where time is limited, smaller target areas might be defined or a series of smaller meetings might be substituted for a large-scale community event.

- Many preliminary meetings were required to plan each community brainstorming session.

- For the neighborhood-based meetings (as opposed to those in institutional settings), it was necessary to compensate the cosponsoring organizations for their involvement.

- Meeting facilitation and facilitator training were critical to the success of the brainstorming meetings, as was language interpretation for non-English speakers.

- Offering food was important as an ice-breaker and motivating factor for participants, and cosponsoring organizations appreciated the offer of a catered meal for their clientele or constituents.

- Based on the experience in several locations, room acoustics and the availability of separate rooms should be carefully considered prior to selecting meeting facilities. This is particularly true if small group breakout sessions are planned or participants include senior citizens or persons with limited English speaking ability.

- In planning for photography or videotaping of community meetings in lower income communities, it is important to be sensitive to the fact that some participants may not be legal residents of the United States and will not feel comfortable on camera.

- Child care was offered for meeting participants at two sites. In Langley Park, a separate child care room was planned, but it was evident that participating parents and children preferred to be nearby during the activity. An alternative of having child care staff stay in the main meeting room, sit with families during breakout exercises and help to amuse children on the spot worked well. In addition, during the breakout activities project staff taped flipchart paper to the floor in the center of the room and handed out markers to. the older children who appeared to enjoy "brainstorming" like their parents. For a large meeting, **childrens'** activities and games could be planned ahead of time and mentioned in meeting publicity to attract participation by families with children.

- Brainstorming meetings seemed to go better if the same person opened and closed the meeting, providing for continuity in the communication between facilitator and participants.

Traveling Van Exhibit

Another important element of both the general and enhanced outreach process was a traveling exhibit mounted on a van which was set up in a variety of public places throughout the region such as shopping centers, community events and transit stations. The idea was to reach potential participants in places where they naturally gather. The 7-foot-high exhibit panels featured text, graphics and photographs to convey the purpose and key issues of the *Getting There* campaign in an eye-catching format. (Figure 4)

Visitors to the van had the opportunity to ask questions, pick up a brochure on vision planning, and fill out a *Getting There* questionnaire (described below). The van driver, a project staff member, was trained to answer questions and distribute and collect questionnaires on site. The van not only helped gather input but served as an important avenue for publicizing the meetings. The van schedule reflected this function: several appearances were clustered in each community preceding each brainstorming session. To reach the widest possible audience, stops were scheduled at different times of day and on weekends as well as weekdays.

For the enhanced portion of the project, supplemental display panels were created. These included Spanish translations for the van display and a portable easel-mounted display with modified issue descriptions and images designed to reflect more closely the type of concerns expected to be important in lower-income neighborhoods. For example, one of the original van display panels included the phrase "Whether you live downtown, in the suburbs or on the farm, *Getting There* is for you." In the portable panel, this was replaced with "Transportation can bring us together...your opinion counts." Similarly, an historical section that referred to the planning of the Capital Beltway in the 1960s was eliminated. The resulting display was more graphic with less text. The portable displays were also used indoors and in situations requiring more flexibility than the van-mounted display.

Lessons Learned from the Traveling Van Exhibit: The traveling van exhibit reached many nontraditional participants at neighborhood shopping centers, community fairs, and transit stations. At the enhanced outreach sites as well as elsewhere in the region, the van helped to publicize brainstorming meetings and elicit input from persons who might not choose to attend such meetings but were willing to fill out a brief questionnaire.

Figure 4: Vision Van Photo

- *Van not flexible*: Despite the apparent value of the approach, the traveling van exhibit did not prove to be as flexible as was initially hoped. Poor weather canceled several visits. Some shopping centers would not allow the van on their premises. Others required special authorization or insurance information that was extremely time-consuming to obtain. This limited the ability to send the van out on short notice to local events. The exhibit also required about a half hour to set up and take down, which added to the "down time" between van visits and limited the number of visits that could be planned for a given day.

- *Van was costly:* The van also was a more costly technique than originally projected. With a rental van, for example, drivers were required to be over age 25, which meant that entry-level employees or student interns generally could not be employed to staff the van. The costs of operating the van and the difficulty of the logistics led to a decision to limit the technique to a single van, rather than the two initially contemplated. This meant that the van could not easily be dedicated to a single location for the days prior to a brainstorming session, an approach that might have worked well in the target outreach communities.

- *Portable display was an effective alternative:* An alternative that was more flexible and far less costly was the use of a portable display mounted on easels. A table-top version of the display was also useful for indoor settings such as meeting rooms.

Questionnaires

Most of the *Getting There* outreach events, including the enhanced community brainstorming sessions and van appearances, included the use of the postcard questionnaire shown in Appendix E. Questionnaires were distributed at the conclusion of each brainstorming meeting and at van appearances. The questionnaire provided ample space for individual comments and could either be mailed back or handed to the van driver or meeting organizers. While not based on a random sample, the questionnaire results were similar to those of a random telephone survey. Open-ended written comments were also recorded as an additional source of input for the vision planning process.

The enhanced outreach events used the same questionnaire as the overall campaign, with the exception of a Spanish-language version created for use in Langley Park. In Langley Park, due to concerns about limited literacy skills, the van driver also was accompanied by a bilingual intern who conducted brief oral interviews with passersby using the questionnaire format.

Facilitated Conference

The facilitated day-long conference that concluded Phase I of *Getting There* in December 1995 helped to integrate the results of all regional outreach activities including the enhanced outreach. The session was open to all area residents and was publicized at all of the brainstorming sessions, by the traveling van, and through mailings to civic associations. Several participants from the enhanced brainstorming sessions attended the conference. The $15 conference fee was waived for these participants and a number of other residents for whom it posed a financial problem.

During the conference, participants attended morning workshops to review and help summarize the public input generated from all outreach activities. Each participant received an "idea book" of verbatim statements from brainstorming sessions and questionnaires organized thematically. Of the 2,201 ideas, concerns and suggestions recorded for consideration, the enhanced outreach brainstorming participants generated 423 items or 19 percent of the total. The participants worked in facilitated groups according to ten interest areas, such as Public Transit Service, Roads, Land Use Planning, Financing, and a number of other categories. The facilitators gave each group a complete set of idea statements pertaining to the category selected and an initial draft of a possible goal statement based on the input. Working with the facilitators, the groups then selected key themes that emerged from the input data and developed summary goal statements.

During lunch, a status report on the Enhanced Public Outreach Project was presented by the Project Manager, and a community leader from Anacostia addressed the luncheon audiences about the transportation concerns of her community. In addition, the bilingual student intern delivered brief remarks regarding the results of brainstorming in the Langley Park Latino community. These presentations were videotaped (Appendix D).

In the early afternoon, an open mike forum allowed participants to discuss the results of the morning session. One white suburban woman remarked during this session that until the speaker from Anacostia had mentioned the problem, she had never considered the issue of "reverse commuting" (difficulties that inner-city residents have in using public transportation to reach jobs in the suburbs).

The conference concluded with the formation of the three citizen task forces that would continue the *Getting There* effort into Phase II.

Supplemental Focus Groups

In the spring of 1996, project consultants met again with representatives of three of the four target communities to "market test" some of the specific proposals the task forces were considering.

The purpose of these supplemental focus groups was to help refine the proposed initiatives, such as bus service improvements, that most directly addressed the concerns and suggestions nontraditional participants had made during the initial outreach campaign. The focus groups also provided an opportunity for additional input to the planning process. The focus groups were conducted in Anacostia, Langley Park, and at the Arlington center. In each case, the local contacts that had helped with the initial outreach were asked to assist in recruiting eight to ten participants and identifying locations for the sessions.

At each location, the participants included persons who had served as facilitators for the earlier brainstorming meetings and were familiar with the goals of the project. Participants were paid a nominal fee for the two-hour session and refreshments were provided. A core set of discussion questions was used for each session, with additional questions tailored to the concerns identified in that community previously. In this instance, the Langley Park focus group was conducted in English and bilingual participants were recruited to avoid the use of interpreters. All sessions were tape-recorded.

Lessons Learned from the Focus Groups: Of the outreach methods used, only the focus groups allowed for sufficiently detailed discussion to challenge conventional assumptions about low-income residents' transportation needs, forming a potentially more effective counterpoint to mainstream views than the brainstorming sessions. Focus groups or other in-depth discussions should be given a high priority in future public outreach to low-income and minority communities.

- *Focus groups provide useful details:* The focus groups provided a useful contrast with the other outreach techniques and gave rise to a more complete picture of some of the underlying reasons for the concerns and suggestions offered during the brainstorming process. The sessions were also more effective than brainstorming in helping to counteract cultural biases and stereotypical thinking about the needs of low-income persons. For example, staff learned that a number of Anacostia/Congress Heights residents who own cars nevertheless depend very critically on public transit to commute into downtown Washington because they cannot afford downtown parking fees. Some of these residents are less concerned about the level of transit fares than about the continued availability of transit connections to downtown jobs, a finding that challenges conventional assumptions.

Another such challenge arose in a focus group session at the Arlington center which revealed the complexity of the transportation tradeoffs made by these relatively low-income students, most of whom are also jobholders. In many instances, their travel decisions -- involving multiple jobs and multiple modes -- fall outside the scope of the factors normally considered in regional travel demand studies. For example, faced with infrequent bus service, several discussed trips to work or school that involved up to a half-hour of walking "sandwiched" between Metrorail and bus rides. One student takes an hour-long bus ride each morning to get to school because Metrorail, while quicker, is slightly more costly, then borrows a car later in the day to get to one of her two jobs. Complex car-sharing arrangements among friends and relatives give a new meaning to the term carpooling not generally found among middle-class adults. The taxi is also a frequent fallback mode for returning home from a second- shift job. For example, one woman spoke of having to run two blocks from her food service job to catch the last bus at 11:45 p.m. If she has to stay a few minutes late to clean up, or is too tired to run, she must call a taxi and lose over an hour's pay. (This point led to the group discussing the option of flexibly scheduled transit service.)

- *Focus groups draw out reasons for opinions:* The focus groups also showed that low-income residents may favor the same policies as middle-class residents but for different reasons. Not only the opinions, but the underlying reasons must be taken into account to design meaningful transportation strategies for these communities. For example, Langley Park focus group participants stressed a desire for more bike lanes and trails in their area, naming specific streets where they would like to bicycle for basic needs. In the absence of bicycle facilities, these trips are currently made on foot, by bus, or not at all. While *Getting There* participants throughout the region expressed interest in more bicycle and pedestrian facilities, in middle-class communities these modes were generally suggested as alternatives to driving, with such proposals often presented as an environmentally desirable measure to replace auto use. In contrast, the Langley Park residents view the opportunity to bicycle as a bona fide transportation improvement -- an economical alternative to paying bus fares and a more convenient means of transportation than the arduous walking their way of life often demands.

Perhaps most revealing, when asked if some low-income residents of their communities hoped or planned to acquire automobiles in the future, one Anacostia/Congress Heights participant commented that "a lot of low-income families, if you really go by the law, they're not supposed to own a vehicle." This statement, implying that for some the hope of owning an automobile is beyond reach due not to their actual means but to the conditions attached to receiving welfare, helps to illuminate a very different way of life than that of most citizens who participate in the regional planning process and a point of view that would not be considered without a special outreach effort of this sort.

The supplemental focus groups conducted during the second phase of *Getting There* proved to be quite valuable in fleshing out issues "behind" the input obtained earlier, but had only limited immediate relevance to the vision planning process due to their timing. The focus groups enlisted target community residents, many of whom had been involved in Phase I, to review and improve several transit service proposals under development by the citizen task forces. However, most of the task force proposals were still too general to be refined in the intended way at this stage. For example, at this point two of the task forces were discussing ways of financing a long-range policy of keeping transit fare increases below the rate of inflation. While focus group participants agreed with this principle, there was little detail in it for them to grapple with. They were better prepared to discuss more specific, if less significant, programmatic options such as student fare discounts or free transit coupons for job seekers, ideas that had not been articulated in the draft scenarios.

Sample Cost Information

The enhanced outreach effort cost approximately $100,000, compared to the $350,000 budget for the mainstream outreach conducted for *Getting There.*

The $100,000 was used to cover cost of all consultant activities for the Enhanced Public Outreach Program, including initial outreach meetings, logistics, community brainstorming sessions and supplemental focus groups. It includes payments to cosponsoring organizations, facilitators and focus group participants, as well as facility rentals, food, and child care costs for the brainstorming sessions. However, the figure must be regarded as a low estimate, since it does not include the initial cost of developing brochures, van display panels and other publicity materials used throughout the region, some of which were subsequently modified for the enhanced sites. Most elements of cost for the traveling van (rental, operations and staffing) and the facilitated conference are also excluded from this figure. Certain administrative costs entailed in planning the overall outreach for *Getting There,* such as the development of facilitator training manuals, benefited the enhanced project but are not included in the estimate.

Project Budget

Task 1 --Initial Consultations and Pilot Sessions (Consultants)	$12,000
Task 2--Develop Targeted Materials (Consultants)	10,000
Task 3--Face-to-Face Outreach Activities (Consultants)	10,000
Task 4--Conduct Community Meetings (Consultants)	24,000
Task 5--Tabulate and Analyze Surveys (MWCOG)	2,000
Task 6--Issue Analysis/Issue Summary for Facilitated Conference (MWCOG)	5,000
Task 7--Conduct Supplemental Focus Groups (Consultants)	7,000
Task &-Prepare Final Report (MWCOG)	5,000
Other Costs	
Printing (Consultants)	4,000
Videotaping (MWCOG through vendor)	3,000
Management/Administration (consultants)	13,000
Management/Administration (MWCOG)	5,000
Total	$100,000

Lessons Learned About Planning the Outreach Campaign

Several observations concerning the overall planning for the outreach effort may be of interest to organizations contemplating such a project.

- *Level of involvement* - Based on the TPB's experience, it is much easier to find participants for one-time or occasional community events such as a brainstorming or focus group than for ongoing participation in a task force. All planned brainstorming meetings and focus groups in the enhanced sites had significant numbers of participants, in contrast to the small number of nontraditional participants involved in the citizen task forces. The participants from the enhanced outreach sites were encouraged to join the task forces, it had been hoped that some would. However, it is not surprising that more did not, since the task forces demanded a biweekly time commitment over a period of six months and involved travel to a central location.

- *Follow-up meetings* - Where it could be arranged, a follow-up meeting involving some of the same people from the initial brainstorming was very fruitful. The two-stage brainstorming meetings at the employment training center/foreign language school and focus groups at three sites allowed for more depth than an isolated brainstorming meeting could provide. At the school, individual classroom brainstorming sessions were followed by a joint meeting to rank priorities. This approach worked very well and produced some of the most well-thought-out ideas contributed to the vision planning process.

- *Community involvement in plans for outreach* - Community involvement in tailoring the participation methods to the particular site was very important. For example, community groups provided very useful advice on the tone and content of meeting fliers, the best times and locations for meetings, the special assistance participants might need, etc. But the community groups sought as cosponsors did not follow through adequately with meeting publicity for which they had assumed responsibility.

- *Importance of open-ended discussions* - In a broad-based process such as vision planning, there is no substitute for face-to-face conversations -- whether interviews, focus groups, or other informal discussion sessions -- that allow for open-ended discussion with average individuals, especially when dealing with people and issues not well known to the planning organization. Larger community meetings were valuable to set the stage and provide a more inclusive opportunity for involvement, but they were not sufficient-to provide a full understanding of community concerns.

- *Literacy and writing skills* - Literacy rates should be considered in planning outreach activities with low income or immigrant groups. Literacy (including Spanish literacy) was an issue among Central American immigrants in Langley Park, where traveling van

staff found oral interviews more satisfactory than using written questionnaires. Written exercises were also a problem for some of the senior citizens participating in the project due to arthritis and other physical limitations.

3. RESULTS OF OUTREACH

The results of the outreach process can be characterized in three ways:

•   the level of participation the project achieved;

•   the body of substantive information the participants provided;

•   the way in which the participants' input was incorporated in the planning process and how it will ultimately help to shape regional plans or policies.

Levels of Participation Achieved
by the Enhanced Public Outreach Process

The Enhanced Public Outreach Project reached some 350 nontraditional participants: 275 through community brainstorming sessions and another 75 people through the traveling van. Since approximately 700 persons participated in the mainstream brainstorming sessions, the nontraditional participants represented over one-fourth of the residents reached in this way. Thus the project was highly successful in increasing the proportion of lower-income, minority, non-English-speaking, and elderly residents represented in the planning process over traditional levels.

Attendance at the brainstorming sessions varied across sites. The largest numbers attended in the two institutional settings where the activity formed a scheduled part of the day for students (at the Arlington Center) and senior center clients (in Prince William County), respectively. At the Arlington Center, approximately 110 students participated in the community brainstorming. Approximately 100 senior center clients participated in all (50 at each center). In the small target community of Langley Park, the turnout of 35 community residents was significant. However, in the much larger area of Anacostia/Congress Heights, where preparations were made for over one hundred participants, only 30 residents attended, 11 of whom were paid facilitators.

The low turnout in Anacostia was probably due to a combination of factors: a lack of timely publicity, insufficient opportunity for personal outreach to community organizations prior to the meeting, community apathy or frustration regarding transportation issues, and an unanticipated schedule conflict with another community planning event. (A "Redevelopment Planning Weekend" and charrette planning process for portions of the target area took place at the same time as the transportation brainstorming meeting. According to the sponsor of this competing event, it attracted approximately 100 participants on the same-day session and about 150 over the course of the weekend. However, the sponsor stated that a transportation/circulation focus group was probably the least successful activity of the weekend, due to greater interest in housing, social and economic development issues.)

Key Transportation Concerns Identified by Participants

The participants in the Enhanced Public Outreach Project expressed similar concerns across all sites, with some variations in emphasis. Most would like to see more user-friendly bus service with extended hours; many are concerned about transit fares and pedestrian safety, and a number expressed interest in neighborhood-based transit service. A striking number of comments pertained to the need for better information about existing transit service. This section illustrates the range of concerns with examples drawn from the brainstorming and focus group sessions. A detailed record of the concerns and ideas identified in brainstorming sessions at each site is provided in Appendix **F**.

Transit Service - General Concerns.= Concerning transit service in general, enhanced outreach participants expressed interest in more bus routes, extended hours of service (evenings and weekends), greater frequency of service, and more closely spaced bus stops. Among **Anacostia/Congress** Heights residents there was widespread interest in the restoration of direct bus service to downtown Washington as well as better coordination of bus and Metrorail service. Elderly residents of Prince William County expressed interest in cross-county bus routes, more service for the disabled, and direct bus connections to the Metrorail system. One focus group participant suggested that more transportation be provided to places with free recreation and entertainment, saying that it was often difficult for his family to take advantage of these due to a lack of transportation.

At all sites except the senior centers, participants mentioned a desire for express bus service to outlying suburban employment areas such as the "edge city" of Tyson's Comer, Virginia. Some comments concerned the difficulty of reaching suburban job sites even when an area is served by a bus route. For example, one Langley Park resident commented on the experience of a temporary secretarial worker assigned to work in an industrial park in **Gaithersburg,** Maryland, who had to walk three miles from the nearest bus stop into the job site.

Transit Service Innovations: Participants at all sites also expressed interest in more **customer-**oriented, neighborhood-based transit service. In Langley Park, for example, residents would like shuttle bus service to local shopping centers, schools and religious services. Several voiced interest in having buses stop within their apartment complexes rather than simply along the street, for security reasons as well as convenience. An Arlington Center student suggested that the county needs a system of "circle buses." Another suggested "minibuses or small vans that run fairly frequently between areas where many immigrants have settled and one **major central** point, such as **Ballston** or Pentagon City, where they could transfer to bus or Metro." In **Anacostia/Congress** Heights, one participant suggested creating a community transportation organization to employ local residents and provide neighborhood transportation. Another suggested the use of competitive contracting for bus service in the District of Columbia.

Transit Fares: Transit fares are another concern of most enhanced outreach participants. In addition to concerns that fares be more affordable and equitable, numerous participants expressed frustration with transfer costs and rush-hour surcharges. Many stated that they would rather pay a flat fare each time they board the system. The Arlington Center students would like to see free or discounted fares for students, one stating "$4.00 per day to get to and from school is too expensive." **Anacostia/Congress** Heights participants spoke of domestic workers having to pay $5 to $6 per day to get to work in the suburbs and unemployed persons spending as much as $7 to get to and from a job interview in the suburbs. One participant spoke of being unable to take her whole family to church because of the cost. Taxi fares are another source of concern, with one person commenting that a surcharge for each child is unfair.

*Transit **Information/Customer** Service:* At all sites, residents expressed interest in improved transit information and customer service. The Arlington Center students in particular sought better information, such as having bus numbers displayed on the back of each bus, schedules and route maps at bus stops, clearer announcements in Metrorail stations, and more information about transportation in many languages. An elderly Prince William resident expressed dissatisfaction with her transit operator's menu-driven telephone information systems, saying "voice to voice is better." Others wanted clearer identification of where each bus is going and more timely information about schedule changes. An **Anacostia** resident suggested posting "bus route names at each bus stop so people with poor vision can read them." One participant asked "Why can't we have maps posted at bus stops the way Metro maps are posted at Metro stations?"

Bus driver courtesy was a major concern, particularly among non-English-speaking passengers. In Langley Park, for example, residents expressed a desire for more Hispanic or Spanish-speaking bus drivers; several indicated that they had experienced discriminatory treatment from bus drivers. An **Anacostia** resident suggested "reinstating a program that trains bus drivers and station attendants to assist riders in getting from Point A to Point B."

The behavior of other passengers was also a concern. One Langley Park resident asked that the use and sale of drugs on the bus be controlled. In **Anacostia,** a resident asked that the transit authority "teach people how to use public transportation...educate riders on how to be a better rider."

Concerns about lighting and pedestrian conditions at both Metrorail stations and bus stops were universal. Participants also mentioned interest in having more seating at Metrorail stations, along with coffee shops, public restrooms and more taxis at or near stations. However, a number of focus group participants expressed concern about these proposals, stating that carry-out restaurants in particular could lead to people eating on the train or bus, generate litter, and encourage the stations to become "hangouts."

Pedestrian Conditions: Pedestrian issues were similar to those raised in other parts of the region, with calls for speed limit enforcement, speed bumps, stop signs, improved pedestrian signals, sidewalk repairs, more clearly marked crosswalks, more handicapped ramps, and refurbished school zone signs. However, related issues of pedestrian security arose more frequently in some of the enhanced sessions than elsewhere. In Langley Park, for example, participants suggested more street lights, increased police vigilance and more bilingual police.

Road Facilities: While transit ideas were dominant, a variety of road concerns also arose at each meeting. Here again the concerns and suggestions of enhanced outreach participants were similar to those of mainstream participants. Suggestions included road **widenings,** turning signals, intersection improvements, better road maintenance, and better directional signs and street signs.   Other areas of concern included provisions for multilingual driver licensing information and testing, concerns about the availability of parking, special assistance for disabled drivers (for example, when breakdowns occur), and concerns about other peoples' driving behavior. Many immigrants mentioned the high stress they have experienced as drivers or passengers in the Washington area as a reason to continue using transit instead. The aggressive behavior of other drivers was a particular concern both in Langley Park and at the Arlington Center: "When you have someone at 6:30 in the morning beeping their horn because they think you're going too slow, you don't need that."

Bicycle Facilities: An unexpected finding was the strong interest on the part of Langley Park focus group participants in seeing more bicycle lanes and trails in their area. A neighborhood social service organization has been selling bicycles, and, according to the participants, many adult men have purchased them and would like to use them for basic transportation around the community, but find many of the roads unsafe.

Equity Issues : A few general statements indicated concern for social equity either within the region or within the city (the District of Columbia). For example, one **Anacostia** resident would like a recognition from the transit authority that "we count as ridership on this side of the river and are also important."   Another mentioned a concern that older buses were being used on routes in **Anacostia,** compared to those in other parts of the city.

Integration of Participant Input into Ongoing Planning Process

Where the ideas went: Throughout the planning process, nontraditional participants' comments were treated in the same way as those of all other participants. Figure 5 traces one such comment through the planning process to date. First, as described in Section 2, staff furnished all of the ideas and concerns gathered during the outreach phase to conference participants, who developed summary statements and goals for the three citizen task forces charged with developing scenarios for the future. The enhanced outreach brainstorming sessions accounted for
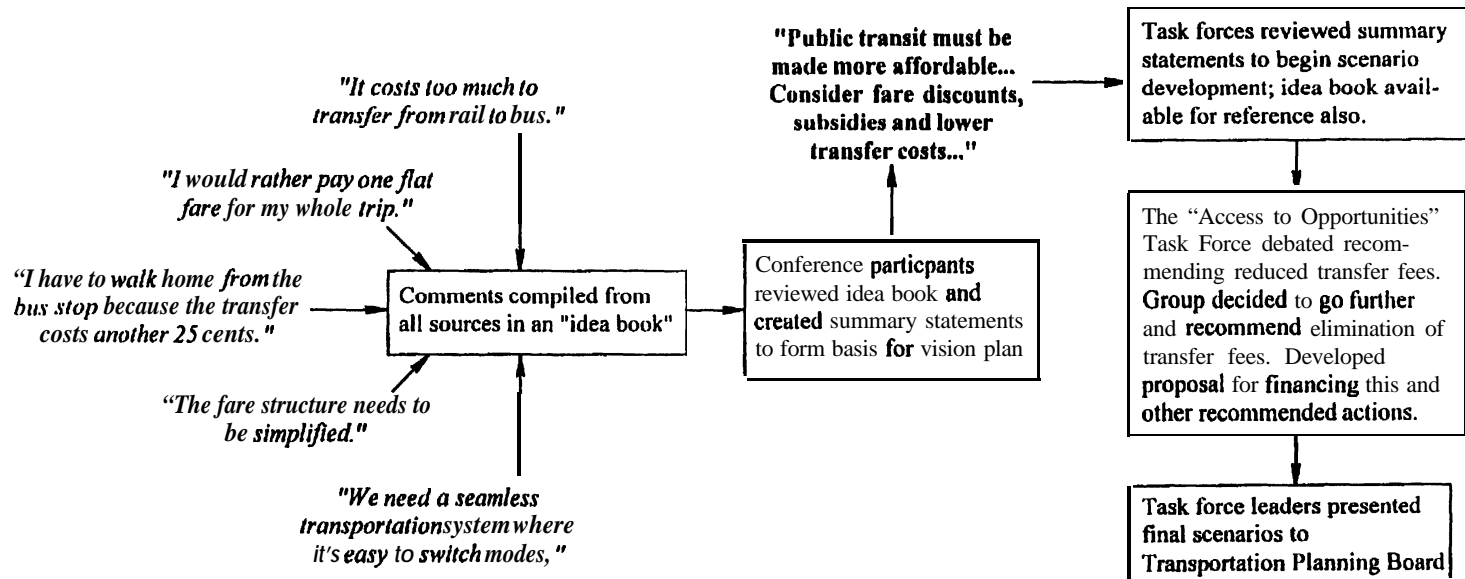
3 1 percent of the ideas expressed at brainstorming meetings around the region and for 19 percent of all items compiled in the "idea book" issued to conference attendees and task forces.

Participation of nontraditional groups in the conference and task forces: Several participants representing three of the four pilot locations attended the December conference and helped to organize the public input into key themes and goal statements. A few of the original participants joined the task forces as well. The TPB offered several persons transportation assistance for these meetings. Other persons indicated interest in the task forces but said they lived too far away to attend the biweekly meetings.

Integration of ideas from enhanced outreach into task force reports: Each task force had an assigned theme: "Access to Opportunities," "Quality of Life," and "Economic Prosperity." The Access to Opportunities group attracted the most interest from enhanced outreach representatives and explored their concerns in the greatest depth, addressing issues of transit affordability, equity in transportation financing, and similar concerns. However, these issues arose in the other groups as well and all three scenarios addressed them in some form.

Staff also provided the task force leadership with selected findings from the three supplemental focus groups held in Anacostia, Langley Park, and at the Arlington center during the spring. As described previously, the focus groups reviewed some of the specific proposals under task force consideration, such as bus service innovations, with an emphasis on those proposals most relevant to the concerns nontraditional participants had expressed during the initial outreach phase. Consideration of the focus group findings led to modifications of some proposed measures. For example, one draft task force scenario included a proposal for the use of subsidized, shared-ride taxis or minivans to supplement transit service after hours where needed. But focus group participants in all three locations said they would be concerned about their security in shared-taxi arrangements or on minivans where passengers would have to sit close together. Some also referred to negative experiences with "gypsy" cabs and a distrust of cab drivers. The task force subsequently *modified the proposal, substituting a minibus service concept that would use a larger vehicle.

Figure 5
Following Ideas Through the Vision Planning Process

"It costs too much to transfer from rail to bus."

"I would rather pay one flat fare for my whole trip."

"I have to walk home from the bus stop because the transfer costs another 25 cents."

"The fare structure needs to be simplified."

"We need a seamless transportation system where it's easy to switch modes, "

Comments compiled from all sources in an "idea book"

Conference **particpants** reviewed idea book **and created** summary statements to form basis **for** vision plan

"Public transit must be made more affordable... Consider fare discounts, subsidies and lower transfer costs..."

Task forces reviewed summary statements to begin scenario development; idea book available for reference also.

The "Access to Opportunities" Task Force debated recommending reduced transfer fees. **Group decided** to **go further** and **recommend** elimination of transfer fees. Developed **proposal** for **financing** this and **other recommended actions.**

Task force leaders presented final scenarios to Transportation Planning Board

Lessons learned regarding use of nontraditional participants' input in the citizen task force work:

- In retrospect, it might have been helpful to summarize the concerns of the nontraditional participants in a document to highlight their input and strengthen its impact on the ensuing task force dialogues. In the transition from the outreach phase of *Getting There* to the task forces, the participants' ideas and suggestions were compiled verbatim in an "idea book" arranged by thematic categories such as "public transit coverage," "public transit information," etc. and further summarized by category at the facilitated conference described earlier. These documents -- the conference summary and the idea book -- were the basic tools available to the task forces as they began to develop their respective scenarios. The input from the enhanced sites was treated in the same manner as all the other input -- recorded verbatim in the idea book and folded into the category summaries along with that of the other participants.

- The citizen task forces included a small number of lower-income, transit-dependent participants. A few had participated in the enhanced outreach, one had attended one of the mainstream community brainstorming sessions, and several others had learned of the effort **independentl**y In addition, several members of a transit riders' advocacy organization participated on the task forces. On the whole, these advocates appeared to be more effective in bringing "low income" issues before the task forces and in getting language addressing these issues included in the evolving scenarios than the community representatives themselves. For example, the leader of the transit advocacy organization -- a white professional -- won one task force over to including the concept of decreased transit fares in its recommendations. This result suggests that cultural barriers, a lack of experience in this type of endeavor, mistrust, or other factors made full participation in the task forces difficult even for those few highly motivated persons from the nontraditional groups who took the time to attend task force meetings.

- The importance of involvement by representatives of low-income communities is indicated by another incident involving the Access to Opportunities Task Force. Task force members held repeated discussions about a proposed objective of making it easier for inner city **residents** to get to suburban jobs. One member -- a transit advocate --, and another white professional felt this objective should be excluded because this type of transportation (i.e., facilitation of reverse commuting) *should* not be necessary -- instead the region should be creating jobs for such persons in the inner city. The objective was only kept in the document due to the strength with which this particular concern -- access to suburban jobs -- had been expressed earlier on by enhanced outreach participants. The task force's recommendation that transit transfer fees be eliminated was also due to the number of mentions of the issue in the enhanced outreach process.

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Current status; The task forces produced their final scenarios in June 1996. Following presentations to the TPB, the Board formed a Steering Committee to consider the scenarios and determine the next steps in developing and implementing a vision plan. The Steering Committee currently plans to continue meeting through mid-1997.

Thus at the time this report was written the final outcome of the enhanced outreach process and the *Getting There* project as a whole was yet to be determined. Meanwhile, there is some evidence that the enhanced outreach effort stimulated the thinking of mainstream participants by exposing them to new ideas and concerns, thus enlarging the public dialogue about the future of transportation. For example, at the December *Getting There* conference, a community leader from Anacostia shared her concerns about providing better access for city residents to suburban jobs. Subsequently, a conference participant from a far suburban location told her "I really appreciated your comments about the need to get people out to jobs, because until you said that I never thought of it."

Significance and Use of Participants' Input in Vision Planning

Eliciting broad-based input: The enhanced outreach project was successful in eliciting broad-based information on the transportation needs and concerns of lower income, minority, non-English speaking and elderly residents, including the concerns of a large number of persons who rely on public transportation. As described earlier, a high degree of similarity was observed in the concerns and ideas expressed at the four pilot sites. These similarities suggest that through the project staff learned of most of the key transportation issues and concerns currently affecting lower income households in the Washington region. Of course, there are other important nontraditional points of view not explicitly sought out in this pilot project, such as those of children, persons with disabilities, and tourists and visitors to the area.

Correcting cultural biases: The project was useful in helping to correct for certain cultural biases typical of regional transportation planning, such as those arising from its traditional emphasis on peak period work travel and the resolution of traffic congestion problems. For example, much of the work of one citizen task force concerned the types of policy changes that might lead middle class households to decrease their use of automobiles and use more public transit. However, the large number of statements from pilot outreach communities on the needs of *current* transit users made it difficult to ignore this very different perspective, and final recommendations addressed both "choice" and "captive" transit use. Other examples of bias correction included challenges to staff assumptions about the types of services lower income persons would like to see at Metrorail stations. Focus groups in particular provided thought-provoking information about some of the reasons for the travel choices made by these groups. For example, staff learned that a number of Anacostia residents who own cars nevertheless depend very critically on public transit to commute into downtown Washington because they cannot afford downtown parking fees. Some of these residents are less concerned about transit

fares than about the continued availability of transit connections to downtown jobs, a finding that challenges conventional assumptions.

Finding new ideas: The enhanced outreach project also yielded a number of ideas of significance for the region as a whole. For example, at the Arlington Center, a participant suggested the development of a multilingual cable TV program on the use of area public transportation that could be broadcast continually, a measure that could have widespread benefits. And **Anacostia/Congress** Heights participants suggested a transit fare discount program for job seekers and contributed a number of ideas on how such a program could work.

*Limitations **of** brainstorming technique:* The emphasis of the *Getting There* project on **citizen-**generated solutions as the building blocks of a vision plan provided participants with an exciting opportunity to contribute to their region's future. However, by limiting the pool of ideas under consideration to those generated through citizen brainstorming, some issues critical to the well-being of lower-income households could not be effectively explored. For example, one idea under discussion for financing the vision plan was the establishment of employee parking surcharges throughout the region. Such a measure would have major impacts on lower- income workers. Yet, because of the novelty of the concept -- free suburban parking is generally taken for granted -- the idea never emerged in the enhanced brainstorming sessions and the associated **equity** issue could not be tackled-by these groups. In other words, while a process based on citizen brainstorming can generate many creative ideas, including those from the new perspectives brought by nontraditional participants, other methods are needed to ensure a critical examination of the impacts of **potential** strategies on lower-income residents.

Another drawback to reliance on open-ended brainstorming with nontraditional groups is the potential for increased distrust of the planning agency if none of their suggestions materialize. Since Phase II of Getting There was geared to the development of general regional planning principles rather than local, short-range issues such as bus routing, some participants may now feel that their concerns were left hanging. Their willingness to participate in future planning efforts may depend on whether or not some short-term, concrete strategies addressing their concerns are ultimately implemented.

In an open-ended process such as vision planning or long-range transportation planning, some thought should be given in advance of special outreach efforts to how to treat and respond to input that doesn't appear to fit the project scope. For example, should comments on specific bus routes be relayed in some form to the appropriate transit provider, or questions about sidewalk maintenance referred to the relevant local public works staff? Can concerns about language discrimination in the driver licensing process be transmitted to motor vehicle administration staff? While many issues may be outside the scope of **MPO** jurisdiction or inappropriate for inclusion in its planning documents, if they are simply ignored, this may send a message to the participants that their input was not valued after all. A written response

indicating the steps taken -- even if it is just to relay suggestions to the appropriate agency -- might help to maintain the community's goodwill not only for future regional initiatives but for public participation in general.

A final caveat about the outreach approach is that only certain comments reflect a consensus of those involved. Other statements are the opinions of individuals, transmitted for consideration along with those points on which there was general agreement. Due to time and resource constraints, participants had limited opportunities to reflect and return to an issue and to air differences of opinion within their working groups. Even when this threshing process occurred, the results may not have been representative of wider community opinion. In particular, distinctions of opinion based on income variation within the target groups were apparent but could not be fully explored. For example, no clear answer emerged to a focus group question concerning the desirability of creating day care centers at Metrorail stations. Some participants found the idea appealing, while others commented that they could not afford commercial day care and had to rely on neighbors or relatives, so the issue was of no interest to them. Similarly, some transit users expressed interested in the concept of a demand-responsive transit service costing somewhat more than current bus fares, while others found any price increase out of the question.

4. OBSTACLES TO DISCUSSION OF LONG-RANGE ISSUES IN LOW-INCOME COMMUNITIES

Getting There staff found that throughout the region, outreach participants varied in their ability to comprehend the regional context of the vision planning exercise and its future orientation. Many people from all backgrounds had difficulty grasping the extent of the region under consideration, which spans suburban Maryland, northern Virginia, and the District of Columbia. The future orientation of the project also was frustrating to many participants who would prefer to see solutions implemented now. The discrepancy between the conceptual framework for the project -- the transportation needs of a vast region over a period of as many as **20** or **50** years -- and the habitual concerns of most area residents with their own communities and short-term needs may have been most acutely felt in some of the enhanced outreach communities. For example, in **Anacostia/Congress** Heights, where there was considerable concern about pending cutbacks in the **Metrobus** system, it may have seemed odd to hear planners asking about visions for the far future. In fact, during initial planning meetings with an ad hoc advisory group for the project, several community leaders expressed an interest in having transit authority representatives present at their brainstorming meeting to hear of their concerns. Their presence, it was felt, would give the meetings greater relevance to the participants. The difference in perspective between the type of meeting sought by these community leaders and that planned to discuss future visions highlights the inherent difficulty of imposing a long-range focus on discussions of transportation in lower income communities.

A similar difficulty arose when a task force participant from Langley Park grew frustrated with the process and quit, saying that the task force members were "speaking in vague generalities" and "no one was talking about near-term actions." This individual, who originally was very motivated to participate, was so quickly discouraged and reported so negatively on the process to her associates that it became difficult to recruit people from her organization for a subsequent focus group session. The long-range perspective of *Getting There* was particularly problematic for both immigrant groups. Not surprisingly, **Anacostia/Congress** Heights residents and Prince William seniors -- both rooted in their communities and with a perspective on the past -- seemed better equipped to discuss the future than either immigrant site.

Discussions full of technical jargon also appeared to pose a problem for some of the nontraditional participants as well as many of their mainstream counterparts. Despite efforts to avoid the use of technical or bureaucratic jargon in the outreach materials created for *Getting There,* problems of terminology inevitably arose once groups of citizens began discussing the issues from their widely differing perspectives. The problem was most acute in the task force meetings, where some participants sat uncomprehending as their citizen peers talked about traffic calming, congestion pricing and transferable development rights. This experience may have been particularly off-putting for the nontraditional participants, who may have been

reluctant to ask for explanations. In such circumstances, special facilitation methods may be needed to ensure that technical terms and concepts are explained as they arise, so all participants have a fair chance to react to the ideas under discussion. The development **of** outreach methods that give ordinary citizens and highly informed citizen activists a forum for equal interchange is a challenge for future initiatives to broaden citizen participation in transportation planning.

5. CONCLUSIONS

The Enhanced Public Outreach Project was successful in reaching and involving many more low-income, minority, non-English-speaking and elderly residents than have traditionally participated in regional transportation planning efforts in the Washington area. An estimated 350 such persons contributed hundreds of ideas through brainstorming sessions and van visits at four target sites. While attendance levels varied, each of the brainstorming sessions appeared to engage the participants and each elicited a broad array of concerns and suggestions. Focus groups added helpful in-depth information.

The nontraditional participants ranged from homeless persons to established neighborhood leaders. Their participation provided new perspectives, challenged cultural stereotypes, and raised issues that have been given little attention at the regional level. Though the final outcome of this expanded participation will depend on the results of the vision planning process still underway, the concerns of nontraditional participants had a definite impact on the citizen task force products completed in June 1996.

Project results suggest that in planning an outreach campaign to nontraditional groups, focus groups or other small, informal discussions should be given high priority because they can best reveal the underlying dimensions of an issue, elicit the reasons behind stated opinions and most effectively counteract cultural stereotypes. While brainstorming sessions and focus groups were both effective, a traveling van exhibit was not as cost-effective or flexible as initially hoped.

The use of selective geographic targets allowed staff and consultants to go directly to the communities for all planning meetings and outreach events, rather than expecting participants to travel to a central location. However, meeting formats that drew people from a fairly wide area, such as county educational programs and senior centers, allowed for productive interchange and sometimes resulted in more comprehensive suggestions than neighborhood-based meetings.

Among the key findings were:

- the value of working with existing community organizations to initiate, plan and cosponsor outreach activities, including the use of paid facilitators drawn from the communities and trained before meetings took place;

- the necessity of careful planning for all meeting logistics -- from meeting facilities and publicity to the care with which brainstorming activities are explained and conducted;

- the need for plenty of lead time to publicize and generate interest in community outreach events, and

- the importance of paying a stipend to cosponsoring organizations, facilitators, and focus group participants.

The results of this project must be interpreted in its context as a vision planning exercise that was very long-range (20-50 years) and open-ended in content, and one that covered a very large geographic area.

Different results might be obtained, and in fact a different type of input might be sought, in a smaller region or citywide effort, or in a planning process with a narrower focus, such as project planning or a process to resolve a specific controversial issue. For example, while it was not difficult to involve a variety of nontraditional participants in one or two outreach sessions and get a sense of their general transportation concerns, greater obstacles could arise in obtaining the ongoing commitment that these other types of plans might require.

Obstacles such as community apathy or frustration due to poor past experiences with transportation agencies or other public officials, communications obstacles such as the prevalence of technical jargon in the **MPO** process, and difficulty relating to a long-range planning perspective could make it far more difficult to enlist such groups in a more permanent involvement in the regional process. To build on the enhanced outreach project, help create a sense of trust, and enlist ongoing involvement, it will be important for these new participants to see some concrete, short-term results, a challenge for the vision planning process and future regional transportation plans.

Appendix A:
English-Spanish Vision Van Panels

GETTING THERE

Transportation Choices for Our Region
Alternativas para el transporte de nuestra región

Is an Opportunity...
Es una Oportunidad...

- **to develop a bold, imaginative and practical vision for the future of transportation in our region**
  - *de crear una visión clara, imaginativa y práctica para el futuro del transporte de nuestra región.*

- **to solve the controversial transportation issues facing us today**
  - *de solucionar los asuntos controversiales del transporte que estamos enfrentando hoy en día.*

Your ideas matter ... Your choices today are important to our future ...
Sus ideas valen ... Lo que decida hoy es importante para nuestro futuro...

30 years ago we envisioned a bold future of transportation and land uses . . .

Hace 30 años nos imaginamos un futuro claro acerca del uso del sistema de transporte y de los terrenos.

Today we live in a world of contradictions,
Hoy vivimos en un mundo de contradicciones

a time of constant change.
en un momento de constante cambio

Pollution and congestion are major concerns, yet we recognize the beauty of our region and its powerful history . . .
Aunque la contaminación y congestión son asuntos muy importantes, todavía reconocemos la belleza y la historia de nuestra región...

GETTING THERE
GETTING THERE

will seek common
busca llegar a un

ground on key
acuerdo sobre como

transportation
resolver los pro-

priorities, and
blemas del transporte

how we are going
y de qué manera

to pay for them.
pagar por ellos.

GETTING THERE

Transportation Choices for Our Region
Alternativas para el transporte de nuestra región

...is Making Choices...
...es Tomar Decisiones...

- about the way we live
  - de cómo vivir
- the transportation system we want
  - qué sistema de transporte queremos
- how to pay for it
  - cómo pagar por este sistema.

Transportation can bring us together... your opinion counts.
El transporte nos puede unir, su opinion vale.

In the future we will be GETTING THERE...
En el futuro vamos a poder llegar en ......

How can we pay for transportation improvements?
Cómo podemos pagar para el mejoramiento del transporte?

GAS TAX
Impuesto de gasolina

SALES TAX
Impuesto de venta

INCOME TAX
Impuesto de ingresos

TOLLS
Peajes

PARKING TAXES
Impuesto de parqueo

VEHICLE REGISTRATION FEES
Cuotas para la matrícula de vehículos

DEVELOPMENT FEES
Cuotas para el desarrollo

The choices are endless!
Son muchas las alternativas!

Choices for Our Future Transportation System

Total annual transportation revenues for the region are $2.2 billion. Almost three-quarters of available transportation revenues for Suburban Maryland and Northern Virginia and almost all of the District of Columbia's will be needed for operation and maintenance expenses.
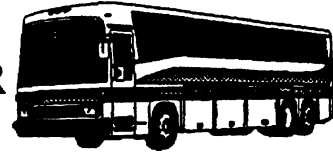
Appendix B:
English-Spanish Flyer Used in Langley Park

TIENE USTED PROBLEMAS DE TRANSPORTACIÓN??

HAGASE ESCUCHAR
POR "GETTING THERE"

a   0

Esta es su oportunidad de participar en el futuro del desarrollo de un mejor sistema de Transportación pública en el area de Langley Park

Cree usted que se necesite -   más vias de transporte?
nuevas paradas de buses?
reducir las tarifas de transporte?
más via de bicicletas?
más puentes?
más buses?
más señales de transito?

Su opinión es muy inportante, participe en la reunión sobre transportación que se llevará acabo el,

12 de Noviembre de 1995

de

11:30 AM - 2:00 PM

en el
gimnasio de la

COMIDA GRATIS   COMIDA GRATIS

Escuela Elemental Langley Park McCormick
(después de la misa)
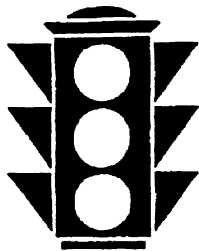
Auspiciado por
Metropolitan Washington
Council of Governments
Federal Highway Administration

Co-Auspiciado por
Entidad Cívica y Organizacional
de Latinos en Langley Park (ECO de Latinos)

DO YOU HAVE PROBLEMS WITH TRANSPORTATION??

LET THEM BE HEARD BY "GETTING THERE"
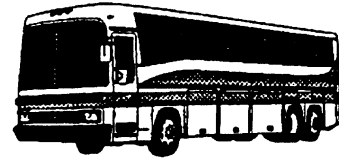
This is your opportunity to take **part** in the future development of a better public transportation system in the area of Langley Park.

Do you think we need:
- New **bus stops?**
- To reduce the fare?
- More bicycle path?
- **More bridges?**
- More buses?
- More **traffic** light?

Your opinion **is very important, please participate in the forum re: transportation**

November 12, 1995

from

11:30 AM - 2:00 PM

at the Gym of the

Langley Park McCormick Elementary
(after mass)

FREE FOOD

FREE FOOD

Sponsor by
Metropolitan Washington
Council of Governments
Federal Highway Administration

Co-Sponsor by
Entidad Cívica y Organizacional
de Latinos en Langley Park (ECO de Laths)

Appendix C:
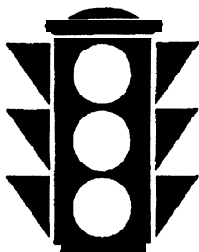# Flyer Used in Anacostia/Congress Heights

Residents of Anacostia/Congress Heights

Don't Get Caught at the Back of the Bus

When it comes to your Community's Future!

GETTING THERE Is Your Opportunity to Make a Real Difference in Shaping the Future of Transportation in ANACOSTIA / CONGRESS HEIGHTS

LET YOUR VOICE BE HEARD!

- Affordable Fares?
- More Bus Routes?
- More Bus Stops?
- Less Traffic on Neighborhood Streets?

- Better Mass Transit Service?
- Bus & Metrorail Connections?

Saturday
November 18th
11am - 2pm
Ballou Senior High School
4th & Trenton Streets, SE

GETTING
Transportation Choices for Our Region
THERE
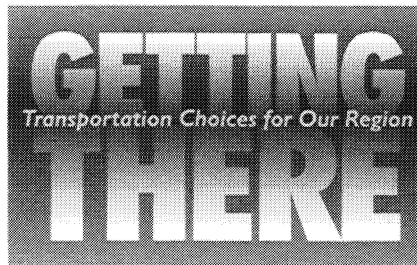
food and child **care**
will be provided

For more information call
Philip **Pannell** @ 889-0123
-or-.
Mary **Cuthbert** @ 562-1188

Sponsored by
Anacostia Coordinating Council

Put Your Voice and Your Thoughts in the Driver's Seat. We Want Your Face in the *Place!*

Co-Sponsors: Action to Rehabilitate Community Housing (ARCH) - *Advisory Neighborhood Commissions 6C, 8A, 8C, 8D, 8E* - Anacostia Business and Professional Association (ABPA) - *Anacostia/Congress Heights Partnership for the Prevention of Homelessness* - Chicago Street/Shannon Place Block Club - *Children of Mine Center'* - Citizens for a Progressive Ward 8 - Congress Heights *Community Association* - Covenant House - East of *the* River *Development* Corporation - Fairlawn Citizens Association - *Family and Medical Counseling Service* - For-x Stanton Civic Association - Max Robinson Center - Metro Orange Coalition - *The Righteous Men Coalition -Ward* Eight Democrats, Inc. - Ward 8 *Forum on* Education

55

Appendix D:
Description of Video Coverage of Meetings

Edited Raw Footage, Enhanced Vision Planning Outreach

This tape runs approximately 48 minutes. It is edited raw footage of tape shot at various Phase I Vision Planning brainstorming meetings in the Fall of 1995 and at a Phase II Task Force meeting and a TPB meeting in June 1996.

0 - 3 min.   The tape begins with an overview of Vision Planning given by Ron Kirby at a brainstorming meeting in Largo, MD.

3 - 8 min.   then the tape goes to an enhanced Vision Planning Brainstorming session at a Senior Center in Manassas, VA, shot in the Fall of 1995.

8 - 21 min.   next is a focus group with faculty and student aides at an adult English language training center in Arlington, VA, which is critiquing the process and product of a previously held series of brainstorming sessions because some of the foreign students may have been inhibited by the presence of the camera. This also was shot in the Fall of 1995.

21 - 30 min.   next is a brainstorming session in the Anacostia/Congress Heights neighborhood of the District of Columbia. This is some of the best footage on the next tape, also shot in the Fall of 1995.

30 - 38 min.   next we see speakers at the December 1995 Vision Planning conference at Gallaudet University in the District of Columbia. COG Project Manager Pamela Lebeaux summarizes results of the Enhanced Outreach Brainstorming sessions; Mary Cuthbert from Anacostia summarizes the results of the Anacostia/Congress Heights brainstorming; and Ximena Dussan summarizes the results of the Langley Park, MD brainstorming, which we did not tape because the presence of the camera may have been intimidating to the recent Latino immigrants.

38 - 41 min.   next is Bill Becker at the June 19, 1996 TPB meeting, summarizing the report of the Access to Opportunities Task Force. This was one of the three Task Forces that worked during Phase II of the Vision Planning process to form the ideas from the brainstorming sessions into alternative visions for the region's transportation future. The Access to Opportunities Task Force worked more with the ideas from the Enhanced Outreach than the other task forces did.

41 - 48 min.   Finally, Ron Kirby is shown discussing areas of consensus among the final three Task Force reports. This tape was shot at the June 18, 1996 final meeting of the Phase II Task Forces.

A more detailed description of the footage, including window dub time codes, follows.

Fall 1995   Tape 1
Large, M   1:05:12:07   Ron Kirby discusses history and purpose of the GETTING
                            THERE Vision Planning process.

Fall 1995   Tape 3
Manassas, VA   03:00:33:01   Gianni Longo explaining the purpose of Vision
                                 Planning and the Brainstorming Sessions to Senior
                                 Citizens.

                                 Brainstorming Group at Senior Center Giving Their
                                 Ideas to Group Facilitator.

                 03:06:63: 16   More Plans for Snow

                                        Moratorium on Town House Construction

                 03:09:07:00   Neighborhood Buses

                 03:09:50:24   Public Transportation to Airports

                 03: 12:48:09   Tokens or Passes for the Elderly

Fall 1995   Tape 2
Arlington, VA 02: 04: 53:07   Al Dobbins discusses purpose of focus group with
                                teachers and student aides at foreign language
                                training center.

                 02:05:49:11   REEP program director discusses
                               mission of REEP

                 02:07:20:00   Teachers discuss purpose of
                               Brainstorming.

                 02:09:13:21   Student viewpoints on brainstorming.

                 02:20:57:04   Dobbins asks for summary input
                               regarding visioning ideas based on
                               ideas presented in brainstorming
                               sessions.

                               Teacher #1 provides a good summary:
                               (1) fares; (2) transfers; (3) frequency
                               and timeliness of buses.

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02:23:07:09 Russian student.

02:23:47:15 Teacher #2 gives a good summary: (1) understandability of published schedules and maps; (2) minibuses/ jitneys.

02:26:29:00 Teacher#3 on multi-language cable TV info.

Fall 1995   Tape 6
Anacostia, DC   06:22:00:21 Group discussion at community brainstorming meeting in Anacostia.

Review routing system

06:23:29:14 Accommodate handicapped

06:24:29:23 Buses to Pennsylvania Ave.

06:25:49:28 Discontinue pay for transfer

06:26:41:28 Induce more people to use public transportation through improved service.

06:28:44:01 Safety and lighting at bus stops.

Tape 7   07:00:25:20 Fares too high. Unified fare structure.

07:01:46:24 Arington Dixon says people in Anacostia/Congress Heights should be recognized as important riders on the Metro system.

07:02:20:04 Need to encourage people to use Metro rather than cars.

07:08:18:10 Group leader gives instructions on ranking ideas.

07:09:48:01 Bill Washburn gives group summary report.

07:11:26:03 Paul Hart gives group summary report.

Fall **1995**   Tape **13**
Gallaudet College 13:00:05:26   Pam **Lebeaux** speaking at lunch

                                        Mary **Cuthbert**

                                        Ximena Dussan

6/19/96   Tape 1
TPB Meeting   01:23:49:10 Bill Becker summarizes report of Access to
                                        Opportunities Task Force.

6/18/96   Tape 1
Task Force Meeting   01:52:59:14 Ron Kirby discusses areas of consensus
                                        among the three Task Force reports at June
                                        18, 1996 final meeting of the Task Forces.

Appendix E:
Questionnaires

This survey is part of **GETTING THERE**, an effort to involve citizens in planning for the future of transportation in the Washington region. Please fill out this questionnaire and return to the driver of the van or to the address on the other side of this card.

I. A few questions about yourself:

- **What is your age group?**

  ☐ 19 or under   cl 35 to 49   ☐ 65 and over
  cl 20 to 34   ☐ 50 to 64

- **What zip code do you live in?** _____

- **How long have you been living in the Washington region?**

  ☐ Less than 5 years   ☐ More than 10 years
  ☐ Between 5-10 years

2. Looking at the future of transportation:
The region is growing. Population and jobs are expected to increase by 40-50 percent in the next 25 years. More people and jobs mean more vehicles on the roads and more passengers on public transit

- **We need to provide more roads, bridges, mass transit, and other facilities in order to accommodate more people and jobs.**

  ☐ Agree   ☐ Disagree

- **If you agree, please tell us your preferences by ranking each item. Circle "5" for the highest preference or "I" for the lowest.**

  ☐ More trains and buses.........5   4   3   2   I
  ☐ More roads...........................5   4   3   2   I
  ☐ More bike lanes.....................5   4   3   2   I
  ☐ Other areas of investments *(Please specify)*
  _____5   4   3   2   I
  _____s   4   3   2   I

- **Please tell us what you think is the most important thing we need to do to improve our transportation system.**

  _____
  _____
  _____
  _____
  _____

(Over) ↴

3. How are we going to pay for the system we want?
During the next 25 years, operating and maintaining the current highway and transit systems will consume about three-quarters of the available transportation revenues from suburban Maryland and northern Virginia, and almost all of the District of Columbia's.

- **How should we raise additional revenues for the improvements you just suggested:** *(Please check the additional revenue items you would support.)*

  ☐ Gas Tax   ☐ Parking Space Fees
  ☐ Personal Income Tax   ☐ Vehicle Registration
  ☐ Corporate Income Tax   ☐ Tolls
  ☐ Sales Tax   ☐ I don't believe we
  ☐ Real Estate Sales Tax   should spend more
  ☐ Other (explain)   funds than our current
                                    revenues allow,

  _____
  _____
  _____

Transportation Vision Planning
Metropolitan Washington Council of Governments
777 North Capitol Street, NW Suite 300
Washington DC 20002-4226

Place
Stamp
Here

65

Esta encuesta es parte de **GETTING THERE, un esfuerzo para que los ciudadanos participen** en la **planificacion del futuro del transporte** en cl area **Metropolitana** de **Washington. Porfavor llene este cuestionario y entreguoselo** al **chofer** de la **camioneta**, o **mandarlo** a la **direccion que aparece** al **respaldo** de **esta tarjeta.**

I. **Algunas preguntas sobre usted:**

- **Cual** es **su grupo** de **edad?**

  ☐ 19 o menor   CI 35 a 49   ☐ mayor de **65**
  ☐ 20 a 34   ☐ 50 a 64

- **Cual** es **su codigo** postal? _____

- **Hace cuanto vive** en el ≈≈≈ Metropolitana de Washington?

  ☐ Menos de 5 anos   ☐ Mas de 10 anos
  ☐ Entre 5 - 10 anos

2. Mirando al futuro del transporte:

La region esta creciendo. Se estima que durante los proximos 25 anos, la poblacion y los trabajos aumenten entre el 40 y 50 porciento. Mas gente y mas trabajos significa mas vehiculos en las carreteras y mas pasajeros usando el transporte publico.

- **Necesitamos construir mas carreteras, puentes, transporte masivo,** y **otras facilidades para poder acomodar mas gente** y **mas trabajos.**

  ☐ De acuerdo   ☐ Desacuerdo

- **Si esta** de **acuerdo, por** favor **diganos sus preferencias segun el orden** de **importancia. Senale "5" para la** de mayor **importancia** o **"1" para** la **menos** importante.

  ☐ Mas trenes y buses.....................5 4 3 2 1
  ☐ Mas carreteras............'—"..5 4 3 2 1
  ☐   Mar cat-riles para bicicletas......5 4 3 2 1
  ☐ Otras areas de inversion *(sea especifico)*
      _____ -- . .___5 4 3 2 1
      _____5 4 3 2 1

- **Por** favor **diganos cual cree usted que** ≈≈ la **cosa mas** importante **que debemos hacer para mejorar nuestro sistema** de **transporte.**

  _____
  _____
  _____
  _____   _____

  (Over) ↴

---

3. Con **que vamos** a **pagar el sistema** de **transporte que queremos?**

Durante los proximos 25 anos, el funcionamiento y mantenimiento de los sistemas actuales de transito y de autopistas van a consumir casi tres cuartas partes de los ingresos disponibles para el transporte de Maryland, el norte de Virginia, y casi todo del Districto de Columbia.

- **Como podemos reunir fondos adicionales** pan **el mejoramiento del sistema** de **transporte:** *(Por favor senale los fondos adicionales que usted apoyaria.)*

  ☐ Impuesto de gasolina   ☐ Matricula de vehiculos
  ☐ Impuesto de ingresos   CI Peajes
  ☐ personales
  ☐ Impuesto de ingresos corporativos
  ☐ Impuesto de venta
  ☐ Impuesto de bienes raices
  ☐ Cuotas pat-a lugares de parqueo
  ☐ No creo que debamos gastar mas fonds de lo que permiten
     los ingresos disponibles.
  ☐ Otros*(explicar)*

  _____   _____
  _____   --
  _____

Place
Stamp
Here

Esta encuesta es parte de GETTING THERE, un esfuerzo para que los ciudadanos participen en la planificacián del future del transporte en el area Metropolitana de Washington. Por favor llene este cuestionario y entregárselo al chofer de la camioneta, o mandarlo a la dirección que aparece al respaldo de esta tarjeta.

I. Algunas preguntas sobre usted:

o Cuál es su grupo de edad:

_____ 19 0 menor _____ 35 a 49 _____ mayor de 65

_____ 20 a 34 _____ 50 a 64

o Cuál es su código postal? _____

o Hace cuánto vive en el area Metropolitana de Washington?

_____ Menos de 5 años   Más de 10 años

_____ Entre 5 - 10 años

2. Mirando al future del transporte:

La region está creciendo. Se estima que durante los próximos 25 años, la población y los trabajos aumenten entre el 40 y 50 porciento. Más gente y más trabajos significa más vehículos en las carreteras y más pasaleros usando el transporte público.

o Necesitamos construir más carreteras, puentes, transporte masivo, y ofras facilidades para poder acomodar más gente y más trabajos.

_____ De acuerdo   _____ Des acuerdo

0   Si está de acuerdo, por favor díganos sus preferencias según el orden de importancia. Señalar "5" para la de mayor importancia o "1" para la menos importante.

_____ Más trenes y buses..................5   4   3   2   1

_____ Más carreteras.........................5   4   3   2   1

_____ Más   carriles   para   bicicletas......5   4   3   2   1

_____ Otras areas de inversión (sea específico)

<table>
<tr><td>_____</td><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr>
<tr><td>_____</td><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr>
</table>

o   Por favor díganos, cuál cree usted que sea la cosa más importante para mejorar nuestro sistema de transporte.

_____

_____

_____

3.   Con qué vamos a pagar el sistema de transporte que queremos? Durante los próximos 25 años, el funcionamiento y mantenimiento de los sistemas actuales de tránsito y de autopistas va a consumir casi tres cuartas partes de los ingresos disponibles para el transporte de Maryland, el norte de Virginia, y casi todo del Districto de Columbia.

o   Cómo podemos reunir fondos adicionales para el mejoramiento del sistema de transporte: (For favor señale los fondos adicionales que usted apoyaría.)

___ Impuesto de gasolina

___ Impuesto de ingresos personales

___ Impuesto de ingresos corporativos

___ Impuesto de venta

___ Impuesto de bienes raices

___ Cuotas para lugares de parqueo

___ Matrícula de vehículos

___ Peajes

___ No creo que debamos gastar más fondos de los ingresos que ya están disponibles.

Otros   (explicar)_____

Appendix F:
Sample Ideas Generated by Participants

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The following is a sample of the many ideas received from the participants in the Enhanced Outreach Project:

Arlington

Vision Ideas

Rec #	source	No	Rank	Ideas	Category
29	ARLI	219	3	Time between buses - waiting time.	, PubTranCovFreq
30	ARLI	219	1	Card good for bus and metro to use for one month that is cheaper.	PubTranCstInfoSvc
31	ARLI	219	4	Saturday and Sunday the time between trains is too long.	PubTranCovFreq
32	ARLI	219	2	Public transportation to be opened 24 hours.	PubTranCovFreq
33	ARLI	219	5	Fare should be in dollars only — no change.	PubTranCstInfoSvc
34	ARLI	214	1	More buses more frequently.	PubTranCovFreq
35	ARLI	214	2	Many people have jobs in the night and we need additional buses at night, (after midnight).	PubTranCovFreq
36	ARLI	214	4	More explaining at the bus stop for each route — now it is only the bus number.	PubTranCstInfoSvc
37	ARLI	214	3	No more high pricks for metro and buses.	PubTranCstInfoSvc
38	ARLI	214	5	Special prices for students.	PubTranCstInfoSvc
39	ARLI	220A	3	More buses so we don't have to wait 1/2 hour.	PubTranCovFreq
40	ARLI	220A	2	At some bus stops, the frequency schedule is not posted. It would really help us to have a schedule posted at each bus stop.	PubTranCstInfoSvc
41	ARLI	220A	4	In the evening, extend the time that the buses run. Now, the buses stop running to some areas at 9:00 p.m. We need service in many areas until midnight, because of jobs, night school classes... (And one person suggests 12:30 a.m.)	PubTranCovFreq
42	ARLI	220A	I	We need special "student" fare discount on the buses. Now for students who are not working, $4.00 per day to get to and from school is too expensive.	PubTranCstInfoSvc
43	ARLI	220A	4	It's important to have a metrobus map that shows all the routes on one paper.	PubTranCstInfoSvc
44	ARLI	226	1	Metro is too expensive.	PubTranCstInfoSvc
45	ARLI	226	3	More buses.	PubTranCovFreq
46	ARLI	226	4	Buses come on time.	PubTranCovFreq
47	ARLI	226	5	(Buses come more often.	PubTranCovFreq
48	ARLI	226	4	No higher cost at rush hour.	PubTranCstInfoSvc
49	ARLI	226	2	More buses during holidays.	PubTranCovFreq .
91	ARLI	210		Facilities at parks.	PubTranCstInfoSvc
92	ARLI	210		Reduce time between buses and trains.	PubTranCovFreq
94	ARLI	210		More lights in train stations.	PubTranCstInfoSvc

Langley Park

Vision Ideas

Rec #	Source	No	Rank	Ideas	Category
1477	LANG	6	2	More lights • (better illumination for streets and more traffic lights).	RdSys
1481	LANG	6	2	Improve security for pedestrians.	Pedes&Bike/Bkwy
1482	LANG	6		Increase bus stops "shelters".	PubTranCstInfoSvc
1486	LANG	6	4	Increase means of transportation (more buses, more frequently).	PubTranCovFreq
1488	LANG	6	2	Get more "bumps".	RdSys
1490	LANG	6	5	Need more signs • in general.	TransPlan
1491	LANG	6		Do something so that signs get attention • so people respect them.	TransPlan
1492	LANG	6		Get reasonable prices for bus riders.	PubTranCstInfoSvc
1493	LANG	6	1	More routes; increase frequency.	PubTranCovFreq
1494	LANG	6	3	Increase police vigilance.	Sys/Tech/Saf
1495	LANG	6		Get bus stops closer.	PubTranCstInfoSvc
1496	LANG	6	1	Free shuttle for Langley Park residents • to go to school and community meetings; to have access to school in case of emergency.	PubTranCstInfoSvc
1497	LANG	5	3	More police officers around the bus stops at night.	Sys/Tech/Saf
1498	LANG	5	1	More buses.	PubTranCovFreq
1499	LANG	5		Buses to run more often.	PubTranCovFreq
1500	LANG	5		To control the use and selling of durgs in the bus.	PubTranCstInfoSvc
1501	LANG	5		For buses to come earlier in the morning.	PubTranCovFreq
1502	LANG	5	5	[Buses to arrive on time. .	PubTranCovFreq
1503	LANG	5		Friendlier bus drivers.	PubTranCstInfoSvc
1504	LANG	5		Bus stops with shelters.	PubTranCstInfoSvc
1505	LANG	5		Lower traffic fare.	PubTranCstInfoSvc
1506	LANG	5		More hispanic drivers.	PubTranCstInfoSvc
1507	LANG	5		A bus to ride around the area.	PubTranCstInfoSvc
1508	LANG	5		More buses on weekends.	PubTranCovFreq
1509	LANG	5		[Less discrimination.	Goals/Obj
1510	LANG	5		New buses.	PubTranCstInfoSvc
1511	LANG	5		Being more careful with senior citizens.	Sys/Tech/Saf
1512	LANG	5		More buses with ramps for handicapped people.	PubTranCstInfoSvc
1513	LANG	5		Closer metro station.	PubTranCovFreq

Anacostia/Congress Heights

Vision Ideas

Rec #	Source No		Rank	ideas	Category
1793	ANAC	110		Have an understanding of what our needs and the costs are.	Goals/Obj
1796	ANAC	110	2	More transportation needed for handicapped.	TransPlan
1799	ANAC	110		Reduce high rush hour metro fare for long distance travel.	PubTranCstInfoSvc
1801	ANAC	110	3	Direct downtown route for buses.	PubTranCovFreq
1803	ANAC	110		Buses should run on time.	PubTranCovFreq
1804	ANAC	110	1	Make fare structure fair to accommodate everyone.	PubTranCstInfoSvc
1805	ANAC	110		Insure the recognition that we count as ridership on this side of the river and are also important.	Goals/Obj
1807	ANAC	110		Need more buses to accommodate growing population.	PubTranCovFreq
1808	ANAC	110		Fully utilize metro transportation.	PubTranCovFreq
1810	ANAC	110	1	Make sure trains and buses are running in conjunction with one another.	PubTranCovFreq
1812	ANAC	110		Buses should depart from station every 15 minutes everyday.	PubTranCovFreq
1813	ANAC	110	4	(Better maintenance and monitoring of roads and bridges.	Sys/Tech/Saf
1815	ANAC	110		(Three regions should come together as one.	FinanInstChg
1817	ANAC	110	4	Open the new metro station with better buses.	PubTranCstInfoSvc
1819	ANAC	110		Provide more bus shelters.	PubTranCstInfoSvc
1822	ANAC	110		Charge flat rate with no charge for transfer.	PubTranCstInfoSvc
1824	ANAC	110		Reduce the needs for the use of cars.	DemMan
1826	ANAC	110	3	Mandate alternative needs of fuel and for transportation vehicles because of environmental issues.	Goals/Obj
1828	ANAC	110		Create a river transportation system.	Goals/Obj
1829	ANAC	110		Provide more cabs and public cab stands at metro stations.	PubTranCstInfoSvc
1831	ANAC	110		Have tong buses in Anacostia articulate for sections that can be accommodated.	PubTranCstInfoSvc
1838	ANAC	110		Encourage use of bikes (racks, storage, etc.).	Pedes&Bike/Bkwy
1839	ANAC	110		Better buses in Anacostia.	PubTranCstInfoSvc
1840	ANAC	110		Educate riders on how to be a better rider.	PubTranCstInfoSvc
1841	ANAC	A104	4	[Review the routing system for buses.	PubTranCovFreq
1842	ANAC	A104		Promote compact. mixed use development.	LandUse
1843	ANAC	A104		Provide more vehicles to accommodate the handicapped.	PubTranCstInfoSvc
1845	ANAC	A104	3	Restore direct bus service between far southeast and Pennsylvania Avenue.	PubTranCovFreq

Prince Willliam County

Vision Ideas

Rec #	Source	NO	Rank	Ideas	Category
1253	PRWM	4	2	More bus stops.	PubTranCovFreq
1255	PRWM	4		Monorail	PubTranCovFreq
1256	PRWM	4	1	More transportation from country to town.	Goals/Obj
1257	PRWM	4	3	Longer hours for buses.	PubTranCovFreq
1258	PRWM	4	4	Crosswalks.	Pedes&Bike/Bkwy
1259	PRWM	4	5	Weekend buses.	PubTranCovFreq
1260	PRWM	4		Crosswalks over the road.	Pedes&Bike/Bkwy
1261	PRWM	3	1	Buses come to mv door.	PubTranCovFreq
1262	PRWM	3	2	More inter-county buses.	PubTranCovFreq
1263	PRWM	3	3	Regularly scheduled bus routes to area main arteries.	PubTranCovFreq
1264	PRWM	3		Small busedautos to respond on call.	PubTranCstInfoSvc
1265	PRWM	3	4	Buses connect to Metro to get to DC.	PubTranCovFreq
1266	PRWM	3	4	Saturdav and Sundav bus service.	PubTranCovFreq
1267	PRWM	3		More individuals involved with transportation planning.	TransPlan
1269	PRWM	3		Expand the boundaries of Omni-link bus service.	PubTranCovFreq
1271	PRWM	3		Omni-link stop on other side of Subley Room to get needy goods and services.	PubTranCovFreq
1274	PRWM	3		Better identification of buses - where they are going.	PubTranCstInfoSvc
1275	PRWM	3		Problem with information telephones that answer with a menu - 'voice to voice Is better".	Sys/Tech/Saf
1277	PRWM	3	5	Expand hours for bus service - "earlier and later".	PubTranCovFreq
1279	PRWM	3		Better bus stop signage.	PubTranCstInfoSvc
1280	PRWM	3		High priority for disabled persons needing transportation.	TransPlan
1282	PRWM	3		Better trained bus drivers to assist the disabled.	PubTranCstInfoSvc
1283	PRWM	3		Improved transportation to the south to Dumfries, Fredricksburg, Richmond.	Goals/Obj
1285	PRWM	3		Special assistance for disabled driver'sre: break-downs/accidents.	TransPlan
1286	PRWM	3	--	Better and more timely information about changes in the bus schedule,	PubTranCstInfoSvc
1288	PRWM	3	5	Door-to-door bus service on short notice.	PubTranCovFreq
1290	PRWM	3	5	improved public safety.	Sys/Tech/Saf
1292	PRWM	2	5	(Wider bus routes.	PubTranCovFreq